



Sample - compliments of the Colorado Healthcare Association for Human Resource Management

42. Additional Chapter Education: "Healthcare Business Knowledge" Leadership Competency

- Chapter provides an **additional one hour program** that focuses on the ASHHRA Leadership Model's second competency: "Healthcare Business Knowledge."

Documentation Required Chapter must provide a completed program evaluation for the one-hour meeting. (See Addendum 5 for sample, or use your chapter model). Provide a brochure, flyer or email notice of one educational program to include all of the following: program title, speaker, and education objective(s). Provide a random sample (1) completed Program Evaluation for above program. For program presented, submit a summary of the individual evaluations collected, including total number of evaluations collected.



www.chahrm.org

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Healthcare Human Resources Administration

Get credit for learning!!

We have applied for **seven** HRCI credit hours for the March CHAHRM conference, in case you need continuing education credit for PHR or SPHR recertification.

CHAHRM MARCH CONFERENCE

March 13 – March 14, 2008

The Cliff House at Pikes Peak

Manitou Springs, Colorado

Spring Forward to Meet Your Goals

Join us at CHAHRM's March conference to:

- Hear presentations that will provide you invaluable leadership tools
- Share innovations and solutions while you network with your peers
- Maybe even have a little fun!

REGISTER TODAY!

CONFERENCE OBJECTIVES

- ① Hear the latest about unionization activity in Colorado.
- ② Learn about online policy systems and how they compare to paper options.
- ③ Discover the ins and outs of workforce planning in today's health care environment.
- ④ Hear how collaborative leadership can help improve your organization's performance.
- ⑤ Get an overview of the latest, most successful online recruiting trends.
- ⑥ Find out the six secrets to effective employee communications.
- ⑦ Hear about CHAHRM's 2008 plans and activities.
- ⑧ Network with your peers to find new solutions to current concerns.
- ⑨ Refresh, renew and replenish yourself in the beauty of the historic Cliff House at Pikes Peak and its stunning atmosphere!



EVENT SPONSORS:



is a network of professional healthcare associations, channel and distribution partners. The network consists of more than 70 healthcare associations, providing access to a credentialed, qualified pool of candidates.



is a company dedicated to providing meaningful awards and state-of-the-art recognition programs. This allows organizations to exceed their expectations by inspiring top level employee performance, satisfaction and loyalty, which cultivates long lasting customer relationships and communicates a positive organizational image.

THURSDAY, MARCH 13

1:30– 2:30 p.m.

CHAHRM Executive Committee Meeting — Cliff House at Pikes Peak, Manitou Springs

Everyone is welcome to attend and participate in planning and organizing to meet our 2008 chapter goals.

2:30 – 3:00 p.m.

Registration in Meeting Room — Cliff House at Pikes Peak, Manitou Springs

3:00 – 4:00 p.m.

Unionization Efforts Update

Speakers: Patrick Scully – Employment Law Attorney, Sherman & Howard LLC and Gabrielle Yarbrough, VP, Yarbrough Inc.

Many hospitals have a goal to remain union-free. This session has been designed to offer our group an update on current organizing activities in Colorado and the West. Patrick has shared his invaluable insights with CHAHRM in the past. Gabrielle will join Patrick as an expert in this field, having spent the last 10 years primarily assisting health care organizations to achieve their labor relations goals.



4:10 – 5:00 p.m.

Paper vs. Online Policy Systems

Speaker: Nita Bowers, PhD – The Training Place, Founder



You will hear about the pros and cons of electronic vs. paper-based alternatives for maintaining your policies. Nita will discuss several online alternatives, including in-house options like your intranet, Microsoft Sharepoint and dedicated software packages. Using a case study, Nita will help you understand how to implement an analysis of your current policies and procedures. Nita Bowers has been involved in training, technology, sales, and human resources for 25 years and has provided customized learning and organization performance consulting services for over 15 years.

The historic Cliff House at Pikes Peak in Manitou Springs long has been an integral part of the life of this small town located near Colorado Springs and the base of historic Pikes Peak. Built in the winter of 1873, The Cliff House has been open to guests longer than Colorado has been a state, compiling a fascinating history of its own over its 125 years.

In 1886, Edward E. Nichols, who had come West for a tuberculosis cure, purchased The Inn and created the Cliff House as a sophisticated resort hotel featuring the area's mineral springs and sparkling waters. Flood, fire and the economy eventually left the building empty for 16 years until 1997, when owner and developer James S. Morley, with the support of citizens and government agencies, renovated the building to its current glory. The Cliff House is on the National Registry of Historic Places. See www.thecliffhouse.com for more



THURSDAY, MARCH 13

5:30 – 6:30 p.m.

Social Hour

A time to network and socialize with your HR peers in The Cliff House Music Room.

6:30 p.m.

Dinner

Dinner in the elegant Cliff House Ballroom (cost of meal included in registration fee).

FRIDAY, MARCH 14

6:30 – 8:00 a.m.

Breakfast (available in the hotel dining room; cost of meal included in room price)



7:30 – 8:00 a.m.

Registration in Meeting Room

8:00 – 8:30 a.m.

Welcome and CHAHRM General Meeting

8:30 – 9:45 a.m.

Workforce Planning

Speaker: Mary Novak-Jandry, HRadvantage, Managing Director

Mary's session will explore how health care organizations can use a strategic process to change the way they plan, source, deploy and utilize their key resources. She will teach what organizations can do to get the *right number* of appropriately trained employees in the *right place*, at the *right time*, for the *right cost*, doing the *right job*. With her clinical and operations background in health care, Mary offers a unique perspective on the workforce planning issues facing hospitals. Mary's expertise includes more than 30 years in general human resources and compensation programs for staff, management and executives.



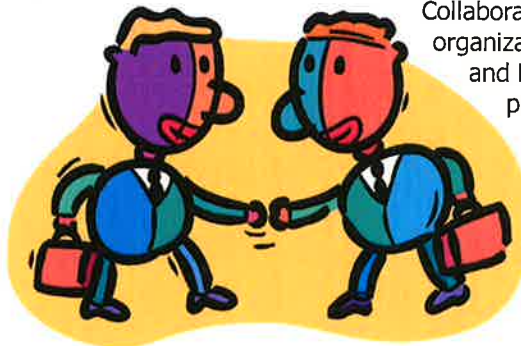
9:45 – 10:00 a.m.

Break

10:00 – 11:45 a.m.

Collaborative Leadership for Human Resources

Speakers: Michael Marks and Russell Sanders, Marks, Sanders and Associates, Principals



Collaboration is essential in the workplace today to improve organizational performance and implement HR programs. Russell and Michael will describe how certain "Foundation Behaviors" promote cooperation, the sharing of ideas, and working together for a common purpose. They'll also describe these Foundation Behaviors: assessing alignment between organizational mission and values and colleague goals, understanding the tasks and functions of managing at different leadership levels in your organization, and learning the difference between management and leadership.

FRIDAY, MARCH 14

Noon – 12:45 p.m.

Lunch (cost of meal included in registration fee)

12:45 – 2:00 p.m.

Successful Online Recruiting Trends

Speaker: Amanda Shewmake, NAS Recruitment Communications, VP, Mountain Region

Amanda will discuss interactive recruitment marketing and how to use it to attracting 'A' level talent. You'll hear about the changing world of recruiting, how to take greater advantage of your institution's website, how to drive more traffic to your website and how to measure your online recruitment results. Amanda has spent the last 18 years as a recruitment strategy consultant for a diverse client roster, including both Fortune 500 firms and small startups.



2:00 – 3:00 p.m.

What Top-Performing Companies Have Taught Us About Communication Best Practices

Speaker: Evonne Dunn, Senior Consultant, Watson Wyatt Worldwide

This presentation will share the "Six Secrets of Top Performers." In this interactive presentation, attendees will have an opportunity to complete a brief effectiveness quiz to see how they measure up to the high performers. Evonne will identify the best practices that offer the greatest potential for increasing communication effectiveness. She will also report on the findings of the global 2007/2008 Communication ROI Study, *Secrets of Top Performers: How Companies With Highly Effective Employee Communication Differentiate Themselves*. Evonne Dunn has 17 years of experience developing effective, award-winning employee communications.



3:00 p.m. Adjournment



The Cliff House at Pikes Peak

Rooms are \$129/night for a studio and \$145/night for junior suite and will be held at this rate **through March 1, 2008.**

Call 1-888-212-7000 for reservations. **Be sure to let them know you are with CHAHRM.**

Getting There

Take I-25 to Highway 24, exit 141. Take 24 west about five miles to Manitou Avenue. Turn right on Manitou Avenue. Take Manitou Avenue to Cañon Avenue (by the town clock) and turn right.

Complete and return the application below or register online at www.chahrm.org.

(Please note: When registering online, you still must mail your payment to the address below.)

**CHAHRM's March Conference: Spring Forward to Meet Your Goals
 March 13 – March 14, 2008
 The Cliff House at Pikes Peak
 Manitou Springs, Colorado**

Respond to: Kim Adair
 NAS Recruitment Communications
 6160 S. Syracuse Way, Suite 315, Greenwood Village, CO 80111
 Phone: 303-694-3600; Fax: 303-694-0555; Email: kadair@nasrecruitment.com

- Fees:**
- Full conference (includes meals): \$150
 - Thursday session only (includes social hour and dinner): \$90
 - Friday sessions only (includes lunch): \$70
 - Non-members add \$15 to each amount above*
 - Late registrants add \$25 to each amount above*
 - Meals only: \$80 for guests

(make check payable to CHAHRM)

Respond by: Friday, March 7, 2008

Be sure your registration reaches us by the deadline. If that's not possible, please call.

Do you plan to attend the Thursday social hour and dinner? Yes No

Do you plan to attend the Friday lunch? Yes No

Name _____

Title _____

Organization _____

Address _____

Phone _____ Email _____

The Fine Print: Full refund of registration fee is available if cancellation occurs before seven days prior to the meeting; otherwise no refunds will be provided. If you are registered, but not paid, and cancel within seven days of the event, you will be billed for the registration fee. Substitutions will be accepted.

Brooks began with an internal audit and project evaluation; they did research and found 320 of 600 documents failed their needs. From their research, analysis and conclusions they determined they wanted to go with an online system. They identified a team including department managers, subject matter experts, IT, an internal auditor and the COO. They had to identify every document, the location and the owner. They agreed on a standard format and a review and approval hierarchy to be used with every policy and procedure. They did training for document owners on how to write policies and procedures, then began the task of rewriting every document under the new guidelines. The results: they completed their administration manual in four months, and their patient services manual in six months.

Nita also shared some information about the benefits of electronic versus paper, gave us some tips on electronic solutions, and gave us some information to consider for vendor selection. Thanks Nita for sharing your expertise!

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Workforce Planning
Speaker: Mary Novak-Jandry, HRadvantage,
Managing Director



“Determine the competitive environment within which you operate. Know what your competition is doing in regard to recruiting,” stated Mary

Novak-Jandry, Managing Director for HRadvantage. “Colorado is going to see a 31.3% shortfall in the available RN pool by the year 2020.”

So, what can be done to address the needs of the future? How can healthcare human resource professionals be prepared for what appears to be a gloomy outlook for hiring trained

professionals? In her presentation, Mary provided some insight and guidance on how to use workforce planning to your advantage.

Workforce planning requires that an organization develop a program that successfully forecasts future-staffing requirements to meet their growing demands and changes in services. This program must be systematic and quantifiable! “You must have a plan that ties to and impacts the business strategic plan and goals of your organization,” she went on to say. To be successful, a solid workforce plan must involve a review and analysis of current and past data. This is done by evaluation of key data points that should be available through current HRIS systems within your organization. They include a formal workforce analysis, demographic research, transition matrix, and retention and turnover data. Then, through the development and utilization of forecasting models, you can identify future needs and potential shortfalls.

“The U.S. workforce forecast indicates that by the year 2020, there will be a shortage of available Registered Nurses by over 1 million nation wide,” remarked Novak-Jandry. “And I am only using RNs as an example. There is also going to be great shortages in other areas as well. For example, Medical Technologist, Respiratory Therapist, Pharmacist and others.” So, with this information it is critical that every healthcare organization be proactive in planning for their future needs. A critical part of this planning is understanding your current workforce.

Mary identified some key areas to review in order to understand the current workforce. They are: objective data analysis on your current workforce, total effective pay rates, staffing matrix and staffing patterns, patient census reports, and payroll reports. In addition, she mentioned the importance of knowing key data on work force acquisition, such as, competitor’s open positions, competitor’s hiring practices, graduation projections and new employee hiring processes. A big piece of understanding the current work force is retention. It’s important to know the age mix, tenure and Risk Zone for turnover of current employees. “Statistics from a recent employee opinion survey showed that 45% of RNs were passive job seekers,” stated Mary. “The question is simple: Are you going to

keep them or are they going to someone across town?"

Mary concluded by saying that developing in-depth profiles of the workforce can be a daunting task. "But it doesn't have to be an all or none situation. Start in pieces and focus on your most critical talent first," she said. "The one thing that we have to eliminate is our Elitist Mentality—thinking of only having RNs versus LPNs, MTs versus MLTs. We have to become creative in our staffing mix. For example, most lab processes are fully automated and can be done by an MLT as well as an MT. Why pay more?" She also used an anonymous quote that states, "He who has the knowledge has the advantage." She shared a lot of knowledge with us and now it is up to us to gain the advantage.

Last thought, Mary stated that healthcare will see a new shortage of approximately 15,000 Nurse Practitioners over the next several years. Why? Because they are expected to be hired by retail companies such as Wal-Mart, Walgreen's, CVX, and others. These companies have plans to open mini clinics within 50% of their stores for health screening and other minor care needs over the next five years. We are no longer just competing within the healthcare environment.

Be prepared! Now is the time to pre-plan and develop a strategic and successful workforce-planning program.

Terry Huskins, MPA, PHR
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Collaborative Leadership for Human Resources

Speakers: Michael Marks and Russell Sanders, Marks, Sanders and Associates, Principals



This thought-provoking presentation by Mr. Marks and Mr. Sanders was intended to

help us understand the rationale for collaborative leadership, learn skills and behaviors of collaborative leaders and learn how to build a collaborative culture. They accomplished these goals in a fun and entertaining way.

Collaborative Leadership is a way to build a pipeline to bring your current leadership along and inspire and train new leaders. Creating a collaborative culture means harnessing the intellect of an engaged workforce through the power of sharing.

Through table discussions we explored how valuable it is to have people in the organization that embrace the culture, mission and values of the company. How does that benefit the company and the individual.

As a group we discussed the "power of sharing" decision making, information, control, authority, credit, results and responsibility. When we involve our staff in decision making, share information, empower others, allow others not only the responsibility but the authority to get the job done, and give credit where credit is due, then all will have an equal interest in the growth of the business.

As we discussed the concept of flexing leadership to fit employees' needs, it was easy to see the differences between the controlling leader and the collaborative leader and how employees respond to each. The crucial point from this discussion was making sure to evaluate each employee individually and adjust the leadership style to the individual.

Mr. Marks and Mr. Sanders provided us with the basic behaviors for a collaborative workplace and led an entertaining discussion on servant leadership skills. They supplied us with pointers on engaging in critical care conversations and suggested some ways in which we might need to begin changing the conversations occurring in our workplaces.

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SPRING CONFERENCE RESULTS

MARCH 13 & 14, 2008



An affiliate of the American Society for Healthcare Human Resources Administration

Listed below are the *objectives* for this program. Place an "X" in the column that best describes how well you think these objectives were met.

OBJECTIVE	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
Hear the latest about unionization activity in Colorado.	XXXXXX	XX			
Learn about online policy systems and how they compare to paper options.	XX	XXX	XXX	XX	
Discover the ins and outs of workforce planning in today's health care environment?	XXXXXXXXX	X			
Hear how collaborative leadership can help improve your organization's performance.	XXXXXXX	XXX	X		
Get an overview of the latest, most successful online recruiting trends.	XXXXXXX	XX	XX		
Find out the six secrets to effective employee communications.	XXXXXX	XXX	X		
Hear about CHAHRM's 2008 plans and activities.	XXXXXXXXX	X		XX	
Network with your peers to find new solutions to current concerns.	XXXXXXXXX	X	X		
Refresh, renew and replenish yourself in the beauty of the historic Cliff House at Pikes Peak and its stunning atmosphere!	XXXXXXXXX	X	XX		

Comments: great, thanks! All the topics were very good and informative,

How do you rate these *program elements*?

ELEMENT	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
Networking opportunities	XXXXXXX	XXX	X		
Location	XXXXXXXXXXXX				
Speakers	XXXXXXX	XXX	X		
Topics	XXXXXXXXXXXX	XX	X		
Schedule	XXXXXX	XXX	XX		

Comments: more time to network, schedule start at 9am?, start later on Friday a.m., first time – it was valuable, online policy systems speaker was okay, all others were excellent. Day 2 could start at 8:30 or 9am – allows for more networking the night before., one of the best conferences I've ever attended. Thank you!

What were the *most effective portions of the program and why*?

Networking, collaborative leadership very relevant, NAS online info was informative, workforce planning was one of the most outstanding topics I've heard at CHAHRM – very relevant for strategic HR. Also really liked collaborative leadership presentation., selection and quantity of topics, workforce planning, unionization and workforce planning because they will help with hands-on once I leave here, Mary Novak-Jandry – got to the point and provided solutions we can use, collaborative leadership/communication/WF planning,

What were the *least effective portions of the program and why*?

Could've done two hours on union and skipped online policy systems, online policy systems – not a very dynamic presentation., my own schedule, policies and procedures, online recruiting although I did learn a couple of new things most of the presentation was a refresher, Nita Bowers – too much fluff in her presentation, paper vs. electronic policy

What is your *overall evaluation of the conference (please check one)*?

1 = Excellent 2 = Very Good 3 = Good 4 = Fair 5 = Poor

Any suggested topics for future conferences?

More union stuff, employee advisory councils, HR leader as coach (I'd be willing to do a presentation on this next year – spring or summer 2009 – Shelli Lind), more on succession planning – always a good topic,

SPRING CONFERENCE

MARCH 13 & 14, 2008

Listed below are the *objectives* for this program. Place an "X" in the column that best describes how well you think these objectives were met.

OBJECTIVE	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
Hear the latest about unionization activity in Colorado.	X				
Learn about online policy systems and how they compare to paper options.	X				
Discover the ins and outs of workforce planning in today's health care environment.	X				
Hear how collaborative leadership can help improve your organization's performance.	X				
Get an overview of the latest, most successful online recruiting trends.	X				
Find out the six secrets to effective employee communications.	X				
Hear about CHAHRM's 2008 plans and activities.	X				
Network with your peers to find new solutions to current concerns.	X				
Refresh, renew and replenish yourself in the beauty of the historic Cliff House at Pikes Peak and its stunning atmosphere!	X				

Comments: _____

How do you rate these *program elements*?

ELEMENT	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
Networking opportunities		X			
Location	X				
Speakers	X				
Topics	X				
Schedule		X			

Comments: more time to network, schedule start at 9:00?

What were the *most* effective portions of the program and why?

What were the *least* effective portions of the program and why?

What is your *overall* evaluation of the conference (please check one)?

1 = Excellent 2 = Very Good 3 = Good 4 = Fair 5 = Poor

Any suggested topics for future conferences?

more union stuff