

# An Era of Change

An Evolution in Health Care HR

September 10–13, 2011 PHOENIX, ARIZONA



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## ASHHRA 47<sup>th</sup> Annual Conference Learning Session Information as of 07/15/11

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**Saturday, September 10, 2011**

### *Pre-Conference Learning Sessions*

**8:30 a.m. - 12:30 p.m.**

- **P1 Introduction to Health Care**
- **P2 Mid-Level Professional Learning Track**
- **P3 Strategic Health Care Reform Workshop**

**2:00 – 4:00 p.m.**

- **P4 Legislative and Labor Panel**
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### **P1 - Introduction to Health Care Track - What Your CEO Needs You To Know About Trends in Health Care**

8:30 a.m. - 12:30 p.m.

Kick-start your new health care HR career by attending this Introduction to Health Care Track focused on the top five trends of health care HR that your CEO needs you to know. ASHHRA and HighRoads recently completed a survey of top health care CEOs to uncover their hot button trends in health care HR. Parmenter and Layman will highlight the following topics and give you the knowledge to take back to your organization to support your CEO.

- Mergers and acquisitions
- Strategic planning
- Accountable Care Organizations
- The physician experience and engagement
- Employee engagement through improved health care

Whether you are new to HR or new to health care, this track will demonstrate how fundamental HR improvements can result in increased efficiency and quality. Join your colleagues and hear results of recent case studies and engage

Presented by Eric Parmenter, CEBS, CLU, ChFC, LUTCF, RHU, REBC, SPHR, Vice President, H&W Consulting, HighRoads and Dough Layman, Executive Vice President, Gilsbar

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### **P2 - Mid-Level Professional Learning Track**

#### **Fundamentals of Finance: A Foundation for Financial Leadership**

8:30 a.m. - 12:30 p.m.

As health systems across the nation strive to increase operating margins to fund future growth, they must increasingly rely on decisions made by frontline and mid-level managers. In order to make informed, productive decisions, a solid understanding of finance is required. Yet, these managers express unease with their competence in financial matters.

This pre-conference learning track teaches managers core concepts about the financial management of their areas. This is designed to be relevant to a broad base of managers as it is targeted to those who have had some experience with basic financial concepts but have not yet become experts in the day-to-day management of financial issues in their areas.

#### Learning Objectives

- Understand hospital finances as a whole and how their unit's finances align themselves with their larger department as well as the entire institution
- Differentiate between the three financial statements—balance sheet, income statement, and statement of cash flows
- Expose participants to financial health system economics and the ways in which their decisions impact performance—how cash flows and why
- Understand how hospitals fund growth and the role interest plays in bond pay back

This pre-conference learning track incorporates classroom presentation, multimedia presentation, interactive exercises, and group discussion. The following topics are among those included in this course:

- The Revenue Element of Margin
- The Cost Element of Margin
- Understanding Performance
- Funding Growth and Investments

Presented by James Veronesi MSN, RN, NEA-BC, CHE, Director of Leadership, The Advisory Board Company

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### **P3 - Strategic Health Care Reform Workshop**

8:30 a.m. - 12:30 p.m.

Health reform is here to stay. While many pieces are relatively certain, other aspects of this comprehensive change are fluid and uncertain. What is known is that health care reform will affect virtually every aspect of hospital operations. HR leaders who understand these changes and can develop strategies to leverage health reform to the advantage of their hospitals will be critically important.

This workshop will provide a real-time update on health reform's impact on labor, employee benefits, health law issues as they affect health care HR matters as well as what is happening in the Capitol on health reform.

#### Learning Objectives

- Understand the current and projected initiatives of health care reform
- Identify the HR implications, changes, and challenges that health care reform presents, including benefit plan, welfare plan, and executive compensation
- Educate participants about the key health care system structural changes that will affect HR the most, such as the acquisition and integration of physician practices and physician groups
- Provide guidance that will enable participants to develop their own strategies to maximize HR opportunities and manage risks that health reform will create.

Presented by Mark D. Nelson, Partner, Drinker Biddle & Reath LLP and Michael Rosenbaum, Partner, Drinker Biddle & Reath LLP

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### **P4 - Legislative & Labor Panel**

2:00 – 4:00 p.m.

HR professionals are challenged to keep current with legislative and labor developments affecting their organizations. Join this panel of experts as they outline legislative, legal and labor trends affecting health care and discuss external and internal responses to these trends. They will address the legislative environment and will highlight successful health care organizations.

## Learning Objectives

- Review current legislative and regulatory issues on national and state levels, litigation trends and the ASHHRA Labor report  
Examine the latest in union organizing strategies and tactics
  - Identify various implications for action for HR professionals
  - Determine how the ASHHRA Advocacy Committee advocates on behalf of your membership
  - Participate in interactive conversations with nationally recognized experts that will provide you take home solutions that you can implement in your organization
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**Sunday, September 11, 2011 | 1:15 – 2:45 p.m.**

### **S1 - 7 Ways to Keep Your Best Nurses**

PS/LT

Dick Finnegan, CEO, Retention Institute

Worried about high-performing nurses walking out the door? The current and future nurse shortage is made even worse by two recent findings, that first-year nurse turnover is 27 percent and nurses across our country are the least satisfied among all hospital employees. Participants will learn seven new tactics to retain high-performing nurses that relate to better hiring, onboarding, coaching, and reporting. This session will include a successful nurse retention case study, and participants will also share best practices with each other.

## Learning Objectives

- Learn specific tactics to measure whether nurse applicants think long-term and will stay
- Review how to build individual “stay plans” for nurses to ensure unique stay reasons are addressed and leveraged
- Summarize proprietary nurse turnover cost model you can tie to retention data to report actual savings and losses

### **S2 - Understanding the "New Normal" in Total Rewards Programs**

HRD/LT

Mary Novak-Jandrey, National Managing Director, HRadvantage, a Division of Gallagher Benefit Services, Inc.

Elizabeth Savage-Tracy, Vice President, Human Resources, Valley Health System

The economic environment remains turbulent. Understanding the future with health care reform is difficult, with best projections suggesting less revenue and more regulations for hospitals. Staffing shortages have virtually disappeared, except for certain specialized skills. There is a sense that if we can just hold out for a year or two, things will return to “normal.” But what if the “new normal” is a future of higher unemployment, lower wage growth, lower revenue base, volatile patient census, and more regulation? Attend this session and prepare yourself!

## Learning Objectives

- Identify the trends in total rewards that clearly indicate a changing environment
- Develop assessment processes and metrics to understand how your organization's total rewards programs align with the shifting situation
- Identify specific strategies that can be used to create sustainable total reward programs

### **S3 - Breaking Down Silos: Exposing Wage & Hour Issues Created By Hospital Operations**

HBK/MLP

Gail Blanchard-Saiger, Principal, Blanchard Saiger Law, PC

Maira K. Mishra, Principal, MKM Law Group, PC

This learning session is focused on hidden wage/hour issues that arise in general hospital operations including, bid shift programs, use of volunteers, aligning staff to industry benchmarks, online education programs, and labor contract provisions. The speakers will

encourage dialogue among session participants, provide constructive recommendations, and highlight the importance of “breaking down silos” and multi-disciplinary collaboration.

#### Learning Objectives

- Identify and discuss hospital operational issues that have not traditionally been considered as raising wage/hour issues
- Implement proactive strategies to foster interdepartmental collaboration and mitigate potential liability
- Share best practices with hospital leadership and other HR Executives

### **S4 - A Funny Thing Happened on the Way to Building a New Health Care Workforce**

CC/MLP

Aime Bressette, Executive Director, The Stepping Up Project

Michael Paruta, Director of Workforce Development, Women & Infants Hospital

Hear the story of how a diverse group of organizations joined forces to tackle the impending shortage of health care professionals for an entire state and region. This session will describe how a complex workforce development strategy was formed and executed. The speakers will discuss how a multiple partner alliance made up of hospitals, unions, nursing homes, a health center, community based organizations, the community college system, and the Capital City all worked cooperatively to create a unique pioneering program called the Stepping Up Project.

#### Learning Objectives

- Describe the building blocks of a successful workforce development partnership program
- Envision a model for the local area and begin to identify and select potential partners to initiate a similar program
- Create a strategic plan to help fund the initiative and "sell" the idea to stakeholders

### **S5 - Health Reform Engagement - Are You Ready?**

HBK/ALL

Laura Pazkiewicz, JD., Director Health and Productivity Practice and Sheryl Grey, Principal Health and Productivity, Buck Consulting

Health care reform is on everyone’s mind, from employers to health care providers to consumers. Yet, little systematic information exists on how organizations, in particular organizations in the health care industry, are planning for reform. The health care industry sits in a unique position being both providers of health care and offering health care benefits to employees -- both of which are likely to be affected by reform. Hear from Buck Consulting and how they convened a select group of health care workforce experts to address health reform engagement both challenges and solutions. This session guide you through best practices on the challenges faced by health care HR professionals when implementing this law in their facilities.

#### Learning Objectives

- Hear about potential impacts on employee health care plans and the potential impact on your business operations
- Better understand the actions that health care organizations are taking in preparation for health care reform
- Understand why you should be following health care reform as it starts to change the way you serve patients

### **S6 - Leading Change: Implementing Improvements in Health Care Organizations**

HBK/LT

James Veronesi, Senior Director, The Advisory Board Company

Whether charged with introducing a new technology or process improvement, or adapting to new regulatory requirements and shifts in the health care environment, health care HR leaders must constantly drive change. How can you prepare yourself and your organization for success?

#### Learning Objectives

- Evaluate and build personal commitment to any change effort and to the role of change champion
- Assess organizational readiness for any specific change initiative
- Conduct stakeholder analyses to identify and engage stakeholders with the greatest influence on change initiative success

### **S7 - Employer Brand vs. Social Media**

NH/NH

Eric Holwell, Digital Strategy Director, Bayard Advertising Agency

Matthew Gilbert, National Creative Director, Bayard Advertising Agency

Listen to a national creative director and a social media expert battle it out on how one or the other may or may not work with or without each other. Confused? Don't be- come hear them argue with each other until they figure it out. So many employers still don't have the basics of a strong employer brand - that being the creative assets with design and positioning strategies that help health care employers attract top talent with transparent and compelling stories.

#### Learning Objectives

- Discover how employer brand and social media work together
- Understand what an employer brand strategy means
- Realize how important employer brand positioning is in order to execute anything else with confidence

### **S8 - Health Care HR Hot Topics Panel**

ALL/PL

Bruce Stickler, Partner, Drinker, Biddle & Reath

As health reform ramps up, Human Resources Executives will face greater demands on their time. Adding to this challenge, in the labor and employment arena providers will be subject to an environment of unprecedented regulatory enforcement initiatives from federal agencies. HR Executives must assume a strategic role in advising leadership on these new challenges while eliminating compliance risks. Today's most pressing topics include: the role of HR Executives in health care reform, wage and hour compliance, and the opportunities, challenges and legal pitfalls of social networking.

**Sunday, September 11, 2011 | 3:00 – 4:30 p.m.**

### **S9 - Understanding Your Organization's Change Readiness**

PS/MLP

Jeffrey Russell, Co-Director, Russell Consulting, Inc.

In this interactive session you'll learn the four dimensions of change readiness, assess your organization's readiness level, and develop a plan for strengthening change readiness. The facilitator will lead a large group discussion of these success factors and then transition to the four components of organizational change readiness making the point that all of the change initiatives that fail do so because they have failed to truly understand the degree of receptivity or hostility to the change.

#### Learning Objectives

- Review the four components of organizational change readiness and the factors that define each component
- Assess your organization's change readiness using the Organizational Change Readiness Quotient™
- Create an initial plan for developing and enhancing your organization's change readiness—including revising implementation strategies to reflect real-world insights from the readiness assessment

## **S10 - From Building Competency to Delivering Optimal Business Results**

HRD/LT

Kathy Oswald, Chief Human Resources Officer, Henry Ford Health System

Angelene C. McLaren, PhD, Senior Consultant, Executive Leadership Development, Henry Ford Health System

At Henry Ford Health System, the Business Partner (BP) role is centered on creating and developing business partnerships with front-line managers to drive system initiatives and business results. The presentation highlights the Business Partner pre-screening, interviewing, hiring, placement, competency, and continuous development model. This role is about ensuring that HR strategy responds nimbly to the needs of supporting the business of health care.

### Learning Objectives

- Make the business case for HR Business Partnering
- Identify critical HR Business Partner competencies
- Develop a comprehensive BP training and development curriculum

## **S11 - An HR Executive Guide to Navigating Executive Compensation**

HBK/LT

James Rohan, Managing Director of TIAA-CREF Product Development, Sullivan, Cotter and Associates

Michael D. Rosenbaum, Partner, Drinker Biddle and Reath

This session will help health care HR executives successfully navigate executive compensation in the new era of health care reform. Attendees will discuss how health care reform will change the health care delivery model (clinical integration, ACO, medical home models, etc.) and how these will impact the design and delivery of executive compensation.

### Learning Objectives

- Improve attendees understanding of the new business models in health care
- Assess current executive compensation practices in light of health care reform
- Improve HR executives' ability to provide advice and counsel to board compensation committees

## **S12 - Understanding the Needs of Transgender Individuals**

CC/MLP

Ryan Polly, Workforce Educator, Fletcher Allen Health Care

This interactive presentation provides an understanding of transgender and the problems often faced by transgender employees and patients. Recommendations for transgender-inclusive procedures and policies in health care will be provided. Common terminology and the transition process will be discussed. The need for trans-inclusive policies will be addressed and recommendations will be provided.

### Learning Objectives

- Understand the term transgender and the transition process
- Describe the challenges faced by transgender individuals in employment and health care
- Determine what policies need to be implemented or revised in your organization, if applicable

## **S13 - The Storm (Continually) Brewing Out West**

HRD/MLP

Gail M. Blanchard-Saiger, VP Labor & Employment, California Hospital Association

This session will discuss pending California legislation including: lift bill, staffing ratio penalties, paid sick leave, security plans, use of credit reports, leave expansion, workers comp presumption for direct patient care workers, use of payroll cards, wage

reports/statements, as well as the following cases: wage and hour cases, disability discrimination/accommodation (particularly important as the ADA more closely follows CA law).

#### Learning Objectives

- Review timely issues that are taking place in California which are likely to head your way
- Develop a plan to manage pending legislative changes and regulatory updates
- Prepare yourself for similar issues that may soon face your organization

### **S14 - Spurring Innovation: Translating Transformative Ideas into Performance Gains**

PL/LT

James Veronesi, Senior Director, The Advisory Board Company

Innovation helps organizations stay afloat in times of scarcity and remain competitive at the pinnacle of success. Fostering innovation and combating the pervasive “business as usual” mindset requires a culture that is creative and imaginative as well as agile and adaptable.

#### Learning Objectives

- Boost creative thinking and translate ideas into to action
- Overcome resistance to change
- Hardwire innovation infrastructure into daily practice

### **S15 - The Need for Transparency: How it Impacts Your Role as a Fiduciary**

NH/NH

Timothy G. Walsh, Managing Director of TIAA-CREF Product Development, TIAA-CREF

This session will present an overview of fiduciary concerns, including issues arising from the DOL regulations, effective in 2011, about participant directed plans.

#### Learning Objectives

- Help plan sponsors meet your fiduciary obligations
- Maximize the chances of successful participant outcomes over your careers
- Understand the DOL regulations, effective in 2011, about participant directed plans

### **S16 - Changes at the Top ... New Faces in Health Care HR Leadership Panel**

ALL/CC

Russ Jones, President, First Transitions, Inc.; Corey Heller, Corporate Vice President and CHRO, Baptist Hospital of Miami; Brandon Melton, Senior Vice President, Human Resources, Lifespan; John Sindoni, Senior Vice President Human Resources, Meridian Health; and Doug Smith, President and Chief Executive Officer, B. E. Smith

Change is the byline of the health care industry, continually demanding greater production and better results from fewer resources. Leadership has been pushed to a higher standard of efficiency and effectiveness. We will explore the recent development of the recruitment of health care HR executives from outside of health care and what is driving these decisions.

#### Learning Objectives

- Understand the driving trend in recruitment of health care HR executives
- Determine the core competencies and characteristics required for future health care HR executives
- Realize what current health care HR executives need to do to help organizations achieve sustained success

## **S17 - Benchmarking your Retirement Plan—How do your plans stack up to those of your competitors?**

HRD/MLP

Laura White, VP Diversified

In this session, you'll learn findings from the just released *AHA/Diversified Retirement Plan Trends in Today's Healthcare Market—2011*. In addition to a lively presentation of findings, you'll receive a worksheet that allows you to easily compare your plan to a "best practices" plan.

### Learning Objectives

- Hear about findings from *AHA/Diversified Retirement Plan Trends in Today's Healthcare Market—2011*
- Understand how common plan design features and best practices and how they impact plan utilization
- Receive a worksheet allowing you to compare your plan to a best practices plan

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**Monday, September 12, 2011 | 10:00 – 11:30 a.m.**

## **M1 - Strategies for Effectively Integrating Health and Wealth**

HBK/MLP

Brad Kimler, Executive Vice President, Fidelity Investments

Reform, regulatory changes, and continued local/national/global economic challenges have made employers re-evaluate the cost and design of their health care and retirement benefits. Employers are facing a difficult balancing act. They need to deliver competitive benefit programs that are both cost-effective and have perceived value by their workforce. This session will explore how to effectively integrate health care and retirement savings strategies into a more cohesive program that balances cost and competitiveness while engaging employees and enabling them to live comfortably in retirement.

### Learning Objectives:

- Consider ways to integrate health care and retirement benefits in a more cohesive strategy
- Help employees to extract the greatest value from their benefit programs during their working careers
- Learn ways to leverage an array of tax advantaged savings vehicles to better fund retirement savings and managing taxes in retirement

## **M2 - ASHHRA HR Metrics Tool**

HRD/ALL

Shebani Patel, PwC Saratoga

Attend this learning session to understand why your organizational metrics must to be captured in order to ensure proper allocation of resources for future growth. The role of HR in quality care is vital and measuring your metrics will have a significant impact in driving organizational success.

### Learning Objectives

- Analyze and organize key metrics that are "must haves" for managing HR effectively
- Review collected data and collaborate with experts in quality control
- Discover how a powerful and robust metrics tool can benefit you as an HR leader as well as all health care in general

## **M3 - What Do You Think? Are You a Genius?**

PL/MLP

Nancy J Riesz, President, Success Catalyst

How much of your day is absorbed with solving problems, implementing changes, overcoming challenges, and finding new ways to do more with less? If you want different results, you need to think in novel ways. Becoming more original in your thinking and using your brain more effectively are keys to improving outcomes. If you are tired of the results you are getting and prefer cutting edge, ingenious, novel solutions to the challenges you face every day, come and uncover your genius. This interactive, experiential session teaches techniques to shift your thinking and change outcomes.

#### Learning Objectives

- Learn techniques to shift beyond the “one right answer”
- Discover awareness of self-limiting beliefs
- Utilize methods that expand conceptual thinking

### **M4 - Building Strong Leaders at Every Level of the Organization**

PS/LT

Mendy Blair, MSN, RN-BC, NE, BC, Director, Educational Development, Central Baptist Hospital

Larry Gray, MHA, MDiv

The session describes the process for creating and sustaining leadership capacity at all levels of the organization. Preparing staff at the point of service for leadership is critical for organizational success. By enhancing leadership development initiatives using a robust, tiered curriculum and establishing intentional mentor relationships, leaders will emerge.

#### Learning Objectives

- Discuss the benefits for offering leadership development opportunities to all levels of staff
- Identify key strategies for the development of an effective house-wide leadership program
- Recognize the importance of the provision of formal mentor/protege encounters in leadership development

### **M5 - Are Employees and Leaders Ready for ACOs?**

HRD/MLP

Kevin Haeberle, Executive Vice President, Integrated Healthcare Strategies

Much has been written and discussed about the development of Accountable Care Organizations (ACOs) under the Patient Protection and Affordable Care Act. The focus of national discussion and commentary have been about how ACOs will impact the relationship among physicians, hospitals, and insurance companies, but there has been little mention in the legislation or editorials about how ACOs may fundamentally impact a hospital's relationship with employees and leaders.

#### Learning Objectives

- Understand the impact of ACOs on employees and leaders
- Identify steps needed to provide employees and leaders with additional skills to help ensure an ACOs' success
- Help minimize the negative impact on employee engagement that ACOs may cause

### **M6 - Workforce Planning in Accountable Care: Early Staffing Strategies for Emerging Payment Models**

*Special offering for HR Investment Center members and other chief HR officers*

Jessica Sweeney-Platt, Managing Director, The Advisory Board Company

The path to accountable care requires hospitals and health systems to undergo meaningful financial and clinical transformation. Nonetheless, current strategic planning efforts far outpace associated workforce planning at most organizations. This presentation will help participants bridge this alarming gap by distilling key staffing lessons learned by early adopters of varied accountable care strategies.

## Learning Objectives

- Develop a sound and proactive workforce strategy to support your organization's broader accountable care agenda
- Identify five key blindspots preventing HR leaders from developing a plan that fully reflects future staffing need
- Map each blindspot to staffing strategies employed by leading-edge institutions to meet the challenges of adopting pay-for-performance contracts, bundled payment models, and shared savings initiatives

## **M7 - Tales from the Trenches of Litigation, Resolution, and Prevention**

NH/NH

Linda Thompson, VP, Human Resources and Service Excellence, New England Baptist Hospital

Jeff Rosin, Managing Partner, Constangy Brooks and Smith, LLP

Plaintiffs' attorneys can easily certify collective actions under the FLSA which, combined with employee friendly state statutes and a lack of accurate time keeping, has resulted in a significant number of class action wage and hour suits in the health care industry, challenging such issues as off-the-clock work and automatic deductions for meal breaks. This situation makes it all the more compelling for health care HR executives to assume a strategic role in advising leadership on these new challenges and eliminating compliance risks.

## Learning Objectives

- Through a case study review, you will learn the step-by-step response to a wage and hour class action claim and effective strategies to respond
- Learn why plaintiffs' lawyers come knocking with off-the-clock/meal break claims and learn successful strategies to turn them away
- Gain valuable insight into how to assess policies and practices and evaluate liability

## **M8 - Legal and Regulatory Oversight of Hospital Employment Relationships**

HBK/ALL

F. Curt Kirschner, Jr., Partner, Jones Day

Hospitals are among the most heavily regulated employers in the country. From the National Labor Relations Board to the OFCCP to the IRS to OSHA, health care employers are being subjected to new and additional legal restrictions and regulatory oversight. Review the dizzying array of federal and state regulators of hospital employers and learn the latest initiatives from the regulatory entities affecting hospitals' employment relationships

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**Monday, September 12, 2011 | 2:00pm – 3:30pm**

## **M9 - Using the Power of Diversity to Skyrocket Employee Engagement**

PS/LT

Kinneil Coltman, Director of Diversity, Greenville Hospital System University Medical Center

This session will help health care HR leaders learn how understanding employee experiences along diversity lines can improve overall employee engagement and employee satisfaction scores. It will provide an overview of a major employee engagement improvement initiative at Greenville Hospital System University Medical Center (GHS). Specifically, hear how employee engagement survey results were stratified along various dimensions of diversity including race/ethnicity, gender, age, organizational tenure, job function, location, shift, and management status in order to identify groups of employees who experienced lower satisfaction than the GHS average.

## Learning Objectives

- Analyze employee engagement scores through a diversity lens

- Design and facilitate focus groups that will identify drivers of engagement for diverse groups of employees
- Conduct an organization-wide employee engagement improvement initiative

### **M10 - Auditing Your FMLA Leave and ADA Accommodation Processes**

HRD/NTTP/MLP

Heather Owen, Partner, Constangy, Brooks & Smith, LLP

Time, money, and productivity are all lost when a health care organization has flawed or deficient leave management and accommodation processes, not to mention the legal liability resulting from system breakdowns. Obtain practical tools and the knowledge to effectively audit, strategically analyze, and improve your organization's leave of absence, accommodation, and related processes. This session is designed to provide HR professionals with useful takeaways (including checklists and flowcharts) and the knowledge they need to effectively audit, strategically analyze, and improve their organization's leave of absence, accommodation, and related processes.

#### Learning Objectives

- Recognize the legal and business costs of flawed or deficient leave of absence and accommodation processes and learn where the most common breakdowns occur, especially in the health care industry
- Be able to effectively analyze the flow of your organization's receipt and processing of employee leave and accommodation requests, and identify system breakdowns which lead to legal violations and business losses
- Obtain practical tools to strategically improve leave of absence, accommodation, and related processes

### **M11 - Leadership Continuity = Business Continuity**

HBK/LT

Stephanie Sloan, Ph.D, Consultant, Hay Group, Inc.

Judith West, Vice President, Human Resources, Maine Medical Center

Developing leaders to drive future organizational success is THE most crucial task all health systems and hospitals should be addressing. Beyond ensuring that organizations have 'bench strength' for leadership positions, this is a business continuity issue. Failure to have leaders with the right competencies and proper understanding of the established culture of an organization will stall or even recede business and/or clinical progress. With help from Hay Group, Maine Medical Center has created a 'leadership continuity' initiative to develop leaders, retain leaders, and attract talent looking for development.

#### Learning Objectives

- How you can implement a cost-effective career development program in your organization that will help in attraction, retention, and motivation of staff
- Why having a pipeline of leaders and continuous evaluation of them is the most important task HR faces
- Why leadership continuity IS business continuity and will lead to stronger more productive cultures and better organizational performances

### **M12 - Building Community Relations Through a Youth Development Program**

CC/MLP

Alexis Devine, Youth Development Coordinator, Lifespan

Lifespan, a non-profit, four hospital health care system created a model for youth employment and workforce development. The goal of the Lifespan Summer Youth Employment Program (LSYEP) is to develop young people to become qualified candidates for the most in-demand health care careers. With an operating budget of \$500,000 the LSYEP annually hires 100 at-risk youth, ages 16-19, to work in various departments including nursing, radiology, transport, and human resources. This session reviews Lifespan's Summer Youth Employment Program, a model for workforce development, from inception to implementation, including addressing generational differences, executive/institutional buy-in, and ROI.

#### Learning Objectives

- Identify key components of a successful and sustainable youth employment program as a method of building an engaged, qualified future workforce
- Understand and articulate benefits of a youth employment program
- Recognize possible areas of concern and brainstorm solutions to curtail future workforce issues

### **M13 - In-House Physician Recruitment Programs – The What, Why, and How Every Healthcare Organization Needs to Know**

HRD/MLP

Scott Manning, Director of HR and Provider Recruiting, District Medical Group

Today's physician shortage compounds these challenges and requires healthcare organizations to become more creative and strategic in their physician recruitment efforts. The presenters will provide information and guidance on how to implement an In-House Physician Recruitment Program in your organization. Details including who to hire, program budgetary requirements, necessary tools, and an overview of best practices and trends in physician recruitment will be provided. This session will be an interactive presentation which will engage participants in the discussion.

#### Learning Objectives

- Understand the role of an In-House Physician Recruiter and the benefits that an In-House Physician Recruitment program can bring to your organization
- Evaluate your organization's need for an In-House Physician Recruitment Program
- Learn what steps and information are required to implement a successful In-House Physician Recruitment Program

### **M14 - Workforce Planning in Accountable Care: Early Staffing Strategies for Emerging Payment Models**

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### **M15 - New Ways to Pay**

NH/NH

Jim Kochanski, Senior VP, Sibson Consulting, A Division of Segal

The increasing pace of change for employers in health care is causing some organizations to break the mold of traditional ways to pay employees for greater engagement, motivation and results. This session will cover innovations in merit pay, market adjustments, pay, variable pay, and promotions, recognizing that these rewards must exist and be congruent with each institutions total rewards model and abilities. A template for where to start with revamping ways to pay will be presented to help participants envision their own change process for making rewards more effective in their own organization. Several examples from different hospitals will be presented.

#### Learning Objectives:

- Know where you should start to innovate in rewards

- Understand alternatives to traditional ways to pay
- Position pay in the proper perspective in total rewards

### **M16 - Common Themes of World Class Health Care Organizations**

CC/ALL

With the national emphasis on improving the quality and safety of patient care today, health care institutions continue to promote systems of evaluation that will identify and improve organizational performance practices, capabilities, and results. Learn from a panel of Malcolm Baldrige Health Care award winners on how to achieve world class status. Hear how to improve overall organizational effectiveness and capabilities as a health care provider; and improve value to patients and other customers, contributing to improved health care quality.

#### Learning Objectives

- Hear how to identify your organization's strengths and opportunities for improvement
- Be introduced to characteristics common to all winners of the award
- Understand how impactful the Malcolm Baldrige Award can be to your institutions and the communities you serve

**Monday, September 12, 2011 | 3:45 – 5:15 p.m.**

### **M17 - They Call Her Coach!**

PS/LT

Doug Jontz, Vice President, Human Resources, Mercy Medical Center

Jacque Hamers, Regional Director of EAP, Northern Indiana Region - Franciscan Alliance

This session will describe how one organization is preparing for the future through an executive/manager coaching program. Many times health care leaders are promoted due to their superior technical or clinical skills, only to find leadership/management duties require a completely different skill set. As the demands on health care leaders increase, our Executive/Management Coaching Program provides a unique approach to developing the skills necessary to meet these demands.

#### Learning Objectives

- Learn how to implement an executive/management coaching program
- Review the executive/management coaching process
- Assess effectiveness of the executive/management coaching process

### **M18 - Recruiting and Hiring Liabilities for Health Care Professionals**

HRD/MLP

Jason Morris, President and COO, EmployeeScreenIQ

Technology has dramatically changed the way we compete for talent and screen prospective employees, but nothing approaches the impact of social networking. With the widespread use of Facebook, LinkedIn, and other sites comes a new wave of legal liabilities for both recruiters and screeners. Other emerging technology threats include online diploma fraud, employment mills that manufacture work experience, screen scraping, and more. Employers need to develop best practices and policies in order to successfully manage Web 2.0 technologies.

#### Learning Objectives

- Discover the legal dangers of screening candidates through social networking websites, and how to establish an effective company policy

- Recognize fake degrees, diploma mills, and the emerging phenomenon of employment mills – as well as the financial and reputation risks they pose to businesses
- Assess pros and cons of using the Web as your screening tool

### **M19 - The NLRA and Your Organization: It's Not Only About Unions**

HBK/MLP

Michael Lotito, Partner, Jackson Lewis LLP

Contrary to popular belief, the National Labor Relations Act (NLRA) does not apply only to unionized employers and non-union employers that are undergoing union organizing. The NLRA has a much more far-reaching effect, affecting all employers in connection with such matters include what rules and policies an employer can lawfully maintain, how your organization can respond when two or more employees complain about their wages and other terms and conditions of employment. Learn how to avoid running afoul of this important law.

#### Learning Objectives

- Develop handbook rules and policies that are in compliance with the NLRA
- Identify when employees are engaged in protected concerted activity
- Prepare how to lawfully respond to protected concerted activity

### **M20 - Help! The Boss is a Doctor**

HRD/LT

Laura Avakian, Consultant, Former ASHHRA Board of Directors President

Increasingly, hospitals and health systems are employing physicians and hiring or promoting them into leadership roles. These physicians have had little if any formal management training and little experience in collaborative leadership. This session will challenge HR professionals to take responsibility for developing physician leaders, and provide the content for physician orientation and management education.

#### Learning Objectives

- Understand what physicians need to learn about management
- Develop an orientation and educational program for physician leaders
- Positively impact the organizational culture by improving overall leadership performance

### **M21 - What You Need to Know About USERRA**

CC/MLP

Rick Palmatier, Arizona Committee Ombudsman, Employer Support of the Guard and Reserve (ESGR)

This session provides a fundamental understanding of the Uniformed Services Employment and Reemployment Rights Act (USERRA) and basic information on its provisions, protections, and who employers, National Guard, and service members can turn to for assistance.

#### Learning Objectives

- Learn the general provisions of the Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Understand about the various government agencies available to provide assistance in USERRA cases
- Review re-employment options, escalator principle, seniority-based rights and benefits from non-seniority based rights and benefits

## **M22 - Elevating Manager Performance: Equipping Leaders to Execute on New Strategic Imperatives**

*Special offering for HR Investment Center members and other chief HR officers*

Jessica Sweeney-Platt, Managing Director, The Advisory Board Company

Coordinate patient care across the care continuum. Partner with physicians in advancing organizational goals and manage risk-based contracts. Executing on these and an entire host of new industry imperatives will fall squarely on managers from across the organization. In a resource-constrained environment, how can we ensure that organizational training and development efforts benefit the managers who need it most?

### Learning Objectives

- Target the right set of managers and competencies to develop
- Reinforce course-based learning in managers' natural workflow
- Ensure market imperatives translate to actual implementation

## **M23 - Great Retention Starts With Good Recruiting**

NH/NH

Diana M. Meisenhelter, Principal, Riviera Advisors, Inc.

Employers today are talking about the importance of retention, but seldom do we stop and evaluate what we are doing to attract talent. Even in today's uncertain times, top talent has choices. They want to be treated like "rock stars." The employment experience matters, but so does the courting experience from the moment talent hears about you. It's not just about getting them to the door, you've got to get them to knock, invite them in, make them feel welcome, and get them to stay.

### Learning Objectives

- Learn not only the issues facing recruiting and retention, but take home solid tactics that will make a difference
- Review 10 good recruiting tips that can help improve your retention efforts
- Outline new resources, tools, and proven methods to increase your retention and improve recruiting

## **M24 - Secrets of Successful Nursing-HR Partnerships**

PS/ALL

Moderator: Irma Babiak Pye, SPHR, ASHHRA Vice President, Senior VP & CHRO - Valley Baptist Health System

Elisabeth E. Baldock, Ph.D., Senior VP - Human Resources and Learning, Cincinnati Children's Hospital Medical Center

Janelle Browne, VP - HR Operations, Texas Health Resources

Joan Shinkus Clark, MSN, RN, NEA-BC, CENP, FACHE, FAAN, Senior VP and System Chief Nurse Executive, Texas Health Resources

Cheryl Hoying, RN, PHD, NEA-BC, FACHE, Senior VP - Patient Services, Cincinnati Children's Hospital Medical Center

This session is an opportunity to hear from two successful HR-Nursing partner teams who will not only share their success stories, but they will describe how they were able to create a team that has succeeded, thrived and enabled both departments to become stronger entities within their organizations. Ample time will be allotted for Q&A and discussion with attendees.

### Learning Objectives:

- Understand and deploy strategies to use at your home institution to create an effective partnership between nursing and HR.
- Describe two best practices from speakers' hospitals that contain key strategies for successful partnerships.
- Discuss how nursing and HR partnerships can benefit the hospital financially and why such partnerships can help hospital operations run more effectively.

### **T1 - The Evolving Retirement Plan World: A Time of Continuous Change**

HBK/MLP

Richard Turner, Vice President and Deputy General Counsel, VALIC

Attendees will hear an overview of recent legislative and regulatory developments affecting employer-sponsored defined contribution retirement plans, including: formal and informal IRS and DOL audits, with a focus on key compliance trouble spots; options for fixing problems; new challenges posed by in-plan Roth conversions; new challenges on Form 5500; employer and participant fee disclosure; and a range of potential legislative challenges.

#### Learning Objectives

- Review IRS and DOL audits, key compliance trouble spots, important ERISA issues, and legislative lookback, and projection forward
- Identify potential audit trouble areas and solutions
- Know what questions to ask about adding a Roth in-plan conversion feature

### **T2 - Choice: An Alternative to Layoffs**

PS/LT

Ann M. Torkelson, PHR, Human Resources Director, Mayo Clinic

Karen N. Nation, Director - Employee Service Center, Mayo Clinic

The presenters will share an experience which implements a strategy that puts employee layoffs as a last resort. Engaging participants to think creatively about non-traditional options that will work in their organizations, benefiting the bottom line, as an alternative to the typical layoff methodology. Attendees will learn how to have conversations with their own leadership to successfully recommend these alternatives, creating an environment where employees are engaged in your effort to continue with the organization while increasing your trust in your leadership.

#### Learning Objectives

- Learn a strategy of layoffs as a last resort
- Share benefits of reducing layoffs in your organization
- Be prepared to recommend non-traditional alternatives to a layoff in your own organizations

### **T3 - Employee Engagement Transforms Health System from Good to Excellent**

HRD/MLP

Linda Martin, Administrative Director, Organization Development, Bon Secours Richmond Health System

Bonnie Shelor, Senior Vice President, Human Resources, Bon Secours Virginia Health System

In the past five years, Bon Secours Virginia has been on a journey. By holding firm to a world-class vision and implementing numerous integrated strategies, the health system has been able to achieve record employee engagement numbers and earn its most impressive workplace awards to date. Some of the strategies have included: the implementation of organizational structures to support and focus on engagement; training on service excellence; new talent acquisition and onboarding; and the development and implementation of various tools to reinforce culture and expectations such as a credo card, standards of professional conduct, and daily huddles.

#### Learning Objectives

- Identify the necessary strategies to bring about a cultural transformation that generates organic, sustainable growth even in these turbulent times
- Reproduce programs in your own health systems with minimal outlay to spike engagement and yield better patient and business outcomes
- Recognize the importance of partners, leadership, and volunteers in carrying out a successful cultural change

#### **T4 - Sharing the Workplace with Physicians**

HBK/LT

Patti J. Oakes, Vice President, Human Resources, Poudre Valley Health System

Diane M. Gross, Esq., Corporate Attorney, Advanced Medical Imaging Consultants, P.C.

Join two Baldrige Recipient executives in an interactive session highlighting the strategic and operational role of HR leaders in building and maintaining effective physician relationships. New strategies and tools for anticipating and addressing HR issues often associated with physician integration will be reviewed. Discussions will highlight the role of HR executives across the continuum of physician relationships – from strategic negotiations to daily operations – focusing on specific issues, such as sexual harassment, social media, dress code, and offering strategies for improving the culture and building trust.

##### Learning Objectives

- Understand trends in physician hospital affiliations
- Identify key issues and points of strategic involvement throughout physician business and clinical relationships
- Improve performance on key indicators of workplace culture

#### **T5 - Transforming the Health Care Workforce of the Future**

PS/ALL

Jamie Hale, National Practice Leader, Workforce Planning, Towers Watson

Health care is one of the few industries that has not had a buyer's market for talent, even briefly in the wake of the recession. Yet it is also an industry in which people are among the most critical of strategic resources –directly affecting the effectiveness and efficiency of care and the ongoing financial viability of an organization. Amid the dramatic changes ahead, hospital management has to begin now to think through its long-term talent strategy, with a particular focus on critical questions.

##### Learning Objectives

- Review the future workforce needs of your organization
- Recognize how you can enhance employee engagement and help workers translate it into improved performance
- Discuss how to move people into management tracks and provide the support they need to be effective

#### **T6 - Best-in-Class Action Planning: Translate Your Staff Survey Results Into Sustained Employee Engagement**

HRD/LT

Jessica Sweeney-Platt, Managing Director, The Advisory Board Company

Even with access to unparalleled survey analytics, efforts to improve employee engagement fall short without appropriate results follow-through and dedication to ongoing action planning. Too often, health care managers abandon the action planning process because tools are overly cumbersome and lack automated mechanisms for driving accountability.

##### Learning Objectives

- Develop a best-in-class action plan to improve engagement following an all-staff survey
- Instill accountability across the organization for engagement action planning
- Improve action planning outcomes through automation

#### **T7 - Interventions for Home Health & Skilled Nursing Facilities**

NH/NH

David Schulke, Vice President - Research Programs, HRET

This presentation aims to give executive leaders an understanding of the reasons for readmissions, the strategic importance of reducing those that can responsibly be avoided, and will highlight successful approaches for working within the hospital and for partnership with other providers in the community.

#### Learning Objectives:

- Understand the importance of hospital discharge processes to the institution's financial health
- Understand why it is likely there are a significant number of avoidable readmissions at their hospitals
- Understand the centrality of operational relationships between hospitals and community-based providers for hospital readmissions rates

### **T8 - Culture of Health Panel: Transformative Models of Wellness in Health Care Institutions**

PS/ALL

Nicole Morin-Scribner SPHR, Director Human Resources, St Mary's Health System

In today's health care environment, leaders have an opportunity to significantly reduce their insurance costs by creating a culture of health. But the benefits don't stop there. In this practical, interactive session, you'll hear from industry experts and practitioners on how having a healthy employee base will help you to better serve your patients. You'll gain knowledge around best practices that are effective in any hospital or health care setting.

#### Learning Objectives

- Understand why the business case for wellness initiatives is becoming more compelling for health care leaders
- Explore models of wellness excellence that can be integrated within your organization, whether small or large, and benefit from the experiences of others to avoid "reinventing the wheel"
- Learn to create compensation, rewards, and performance evaluation processes that align with wellness initiatives