



Learning Sessions: Sunday, Sept. 16

Time: 1:00 – 2:00 pm

- B1.1 Achieving Program Adoption Across a Diverse Workforce at Nebraska Medicine
- B1.2 Ask the Experts Panel: Emerging Leaders
- B1.3 Consumerism: Today's Employee Engagement Imperative
- B1.4 Emergency Preparedness for HR Professionals
- B1.5 Meeting the Challenge Around Benefits Communications and Making a Difference in Outcomes
- B1.6 That's Not My Employee: Outsourcing Without Worker Misclassification Problems
- B1.7 Young and Healthy? Why Employers Need Preventive Health Programs for Their Younger Workforce

Time: 2:10 – 3:10 pm

- B2.1 Six Evidence-Based Steps to Improve Staff Engagement, Patient Care and the Bottom Line
- B2.2 Discovering the "Essence" of a Candidate Prior to Hire
- B2.3 Hospitals on Alert: Tragedy Planning During Uncertain Times
- B2.4 HR Service Delivery – Introducing Digital Transformation in HR Shared Services
- B2.6 Toxic Staff: The Vampires@Work
- B2.7 When You Can't Ask: How to Deal with Salary Negotiations

Time: 3:20 - 4:20 pm

- B3.1 Finding a Cure: How St. Jude Attracts World-Class Talent in a Competitive Hiring Environment
- B3.2 Going Beyond the Usual Suspects: Unleash the Power of Quiet Leadership
- B3.4 The New Face of Labor – How Unions are Using the Janus Decision to Reinvigorate Organizing Campaigns
- B3.5 University of Chicago Medicine's Plan for Future Talent Needs: Strategic Workforce Planning & Analytics
- B3.7 Using Data and Artificial Intelligence (AI) to Improve Patient and Financial Outcomes

Time: 1:00 – 2:00 pm

B1.1

Achieving Program Adoption Across a Diverse Workforce at Nebraska Medicine

Laurie Willburn

Director of Total Rewards and HR Operations, Nebraska Medicine

Joe Larocque

Vice President of Solutions, GuideSpark, Inc.

Session Description:

When Nebraska Medicine replaced their PPO with CDHPs, developing a comprehensive employee communication strategy was key to success. Learn how they used a marketing-style communication campaign to reach 100 percent of employees and exceed enrollment expectations by 40 percent. Their winning approach included a multi-week campaign, consumer-grade content experiences, and clear calls-to-action.

Objectives:

- How Nebraska Medicine modernized their employee communication to engage employees in their new benefits program
- Strategies for engaging and activating a nondesk and dispersed workforce
- Why a multi-channel, multi-format approach is more important now than ever.

Competencies: HR Delivery

B1.2

Ask the Experts Panel: Emerging Leaders

James Offenberger

Compensation Specialist, Marietta Memorial Hospital

Session Description:

“Ask the Experts” are sessions led by respected professionals who are considered to be experts on their topics. You will have the opportunity to interact, engage and ask thought-provoking questions during these sessions.

The Emerging Leaders session is an ASHHRA first! Students who are pursuing a degree in human resources have been invited to attend the conference as special guests. They will have an opportunity to engage and ask thought provoking questions to seasoned professionals within the field. While this session is geared towards the students, early careerists are encouraged to join the session.

Objectives:

- Encourage open dialogue to support the workforce pipeline
- Network with fellow early careerists
- Gain an inside knowledge of expectations within Healthcare human resources.

Competencies: HR Delivery; Healthcare Business Knowledge; Community Citizenship; People Strategies; Personal Leadership

B1.3

Consumerism: Today's Employee Engagement Imperative

Cathy Fraser, MBA

Chief Human Resources Officer, Mayo Clinic

Session Description:

Mayo Clinic is known for its personalized patient experience, with its employees living Mayo's primary value, "The needs of the patient come first." Therefore, it's natural to extend the experience approach to its employees, with initiatives that recognize the varying needs and interests of Mayo's 65,000 employees over their careers. Learn about the innovative work that Mayo Clinic is pursuing on behalf of its consumers/employees, including social affinity groups, personalized well being programs, and individualized benefits concepts. You will learn how HR has embraced the mindset of the employee life cycle, recognizing how needs and interests change over a lifecycle in designing and delivering its people programs.

Objectives:

- Consider an elongated employee life cycle in planning your future workforce
- Incorporate a "consumer mindset" in your employee programs
- Broaden your definition of workforce, including your digital employees.

Competencies: People Strategies; HR Delivery

B1.4

Emergency Preparedness for HR Professionals

Linda Wenze, Ph.D.

Coordinator of Emergency Preparedness Planning, Nassau-Suffolk Hospital Council, NORMET

Session Description:

Hospital staff members are often challenged to deal with emergencies in the hospital. These may be weather events, pandemics, mass violence incidents, or other emergencies. This presentation will discuss the HR aspects of these emergencies so that HR personnel are better prepared to plan for, and respond to, personnel challenges post-event.

Objectives:

- Increased understanding of impacts on staff of a variety of emergencies that occur in health care organizations
- Increased insight into support that can be provided to staff to increase their preparation for, and resilience after, emergencies
- Increased awareness of the unique impact on staff of active shooter incidents at the facility or in the surrounding community.

Competencies: Healthcare Business Knowledge; HR Delivery; Personal Leadership

B1.5

Meeting the Challenge Around Benefits Communications and Making a Difference in Outcomes

Tom Rylko, MBA

Director of Compensation, Benefits and Employee Health Services, Ann & Robert H. Lurie Children's Hospital of Chicago

Joseph Nordmark

Managing Director, Institutional Retirement, TIAA

Session Description:

Your employees are bombarded every day with a multitude of messages competing for mindshare. In this age of information overload, how can you cut through the clutter and ensure your benefit communications are hitting the mark? During this session, Lurie Children's Hospital shares the outcome from its latest benefits communications campaign and, together with TIAA, provides best practices and unique approaches to help you get the most out of your communication efforts.

Learn what is important to your employees and how to effectively communicate to a multi-generational employee population; and why it's important to understand employee demographics, attitudes and preferences.

Objectives:

- What is important to your employees and how to effectively communicate to a multi-generational employee population
- Why it's important to understand employee demographics, attitudes and preferences
- How to measure program results and collect feedback.

Competencies: People Strategies; HR Delivery

B1.6

That's Not My Employee: Outsourcing Without Worker Misclassification Problems

Heather Mehta, J.D.

Associate, Greensfelder, Hemker & Gale, P.C.

Session Description:

Outsourcing services including housekeeping, laundry, and food service is common in the health care sector. Hospitals have even begun outsourcing employees who perform core competencies, such as clinical and emergency services. Outsourcing can raise an important question for your benefits administration: Are these workers no longer employees? Who employs workers is based on more than simply who signs the paycheck. Improperly classifying workers as non-employees could lead to Department of Labor investigations and class action lawsuits. Learn what factors determine whether a worker is your common law employee and how to structure outsourcing without falling into a worker misclassification trap.

Objectives:

- Learn standards for identifying common law employees
- Learn standards for co-employment
- Identify ways to outsource without legal and other problems.

Competencies: Community Citizenship; People Strategies

B1.7

Young and Healthy? Why Employers Need Preventive Health Programs for Their Younger Workforce

Kate Wolin, ScD, FACSM

Chief Science Officer, Interactive Health

Kathryn Foulser, ND, MPH

Manager, Rush System for Health

Session Description:

Adults younger than 35 account for more than a quarter of the nation's workforce. A common misconception is that organizations employing young adults don't need preventive health programs because they are already healthy. In this session, commonly held misperceptions about the value of comprehensive employee preventive health programs for young adult workers will be debunked! Kate Wolin, Chief Science Officer with Interactive Health and a member of the Choose Health wellness program leadership team at Rush System for Health will use member data to illustrate the need to keep younger employees healthy. These co-presenters will share how you can increase young worker productivity, lower medical costs and improve the quality of patient care with a comprehensive prevention strategy.

Objectives:

- Debunk 3 common misconceptions about the health of our young workers
- Illustrate the value of comprehensive wellness program for young adults
- Share best practice strategies for the entire population to improve health outcomes.

Competencies: HR Delivery; People Strategies

Time: 2:10 – 3:10 pm

B2.1

Six Evidence-Based Steps to Improve Staff Engagement, Patient Care and the Bottom Line

Dr. Tom Muha, MA, Ph.D.

Positive Organizational Psychologist, PROPEL Institute

Session Description:

Health care organizations are confronting rapid change cycles, challenging budget constraints, 65 percent employee disengagement, and a burnout rate among MDs at 46 percent and RNs at 63 percent. There are over 15 million preventable medical errors that occur in the U.S. every year, resulting in more than 400,000 deaths.

The PROPEL performance improvement program has been proven in IRB-approved research at major academic medical centers to significantly improve the quality of health care delivery. When health care providers apply the 6 PROPEL Positive Psychology Principles, they are able to foster higher levels of personal well-being and professional collaboration – which studies show leads to higher quality, more cost-effective patient care.

Several case studies will demonstrate how to create interdisciplinary teams that align with leadership to achieve remarkable results.

Objectives:

- Understand the causes of burnout, turnover and preventable errors

- Learn how applying 6 Positive Psychology Principles restores high performance
- Discover an evidence-based approach for effective change management.

Competencies: Healthcare Business Knowledge; People Strategies

B2.2

Discovering the “Essence” of a Candidate Prior to Hire

Kristena Lukish, BS, MS, SPHR

Vice President, Human Relations, The Johns Hopkins Health System

Michele Sedney, BS, MS

Senior Director, Central Talent Acquisition, The Johns Hopkins Health System

Joe Marino, BS

Senior Vice President, Human People Solutions

Session Description:

Discover how a large health care system partnered with an organization recognized as one of the Top 35 Most Engaged Workforces Worldwide in order to combat serious annual turnover and low employee engagement. Using a formal panel procedure, supervisors incorporated four questions into the interview process that subtly and sensitively, but effectively, lead candidates to relate accurate information regarding their prior career performance thus determining the “essence” of the individual. Based on this information, hiring managers are better able to judge “culture-fit” as well as needed job skills.

Objectives:

- Discuss the way in which a formal structured interview procedure can uncover candidates’ “Essence”
- Implement four interview questions that encourage candidates to share truthful information about their “fit” to your organization
- Conduct panel interviews geared to increase employee retention, satisfaction and effectiveness.

Competencies: People Strategies

B2.3

Hospitals on Alert: Tragedy Planning During Uncertain Times

Kimberly Hatchel, DNP, RN, MHA, CENP

Senior Vice President/Chief Nursing Executive, KentuckyOne Health

Session Description:

Preparing for disasters has become essential in health care organizations. Even with the best preparations, it is not possible to know how a disaster might impact well-conceived plans. This session explores the 2017 Las Vegas shooting and how the multi-disciplinary team responded. The former Chief Nurse Executive from Sunrise Hospital will discuss the experience and the possible applications for other health care organizations.

Objectives:

- Discuss the 2017 Gun Violence statistics in the U.S.
- Discuss Sunrise Hospital statistics and the events of October 1, 2017
- Discuss hospital-wide efforts and lessons learned.

Competencies: Personal Leadership; Community Citizenship; HR Delivery

B2.4

HR Service Delivery – Introducing Digital Transformation in HR Shared Services

Jamie Schmitgen, SHRM-SCP

Chair, People Services, Mayo Clinic

Session Description:

The digital revolution will disrupt almost every industry. HR leaders are being challenged to lead the digital transformation by exploring new technologies, platforms and ways of working. According to Deloitte's 2017 Global Human Capital Trends report, zero percent of U.S. health care providers have made significant progress in adopting cognitive and AI technologies, but 100 percent plan to do so in the next three to five years in select divisions. Learn how HR can lead the digital transformation for your organization and how Mayo Clinic HR is introducing robotic process automation and cognitive automation to change how HR does its work.

Objectives:

- Understanding of digital transformation
- Importance of digital transformation for HR
- Case studies of Mayo HR automation efforts.

Competencies: Healthcare Business Knowledge

B2.6

Toxic Staff: The Vampires@Work

GeGe Beall, SPHR, SHRM-CP, FACHE, EQ-i

Owner, Engaged@Work

Session Description:

Everybody at work knows who they are. They can list them by name. They talk about them, they are victimized by them, and they may even miss work to avoid them. We are talking about Toxic Staff. What employees really wonder is why their leaders aren't managing the toxic and why they allow them to negatively influence our teams, our companies and in the end, our bottom lines. In this session, we'll talk about the power of these vampires, their impact and what we can do to diminish their influence.

Objectives:

- Identify the characteristics and skills of the toxic
- Assess the impact of the toxic to the organization, team, and leader reputation
- Discuss four major antidotes to toxicity and create a plan for managing the toxic.

Competencies: People Strategies; Personal Leadership

B2.7

When You Can't Ask: How to Deal with Salary Negotiations

Judy Kirby, CPC

President, Kirby Partners

Jordy Rabinowitz, J.D.

Senior Vice President, Human Resources, Westchester Medical Center

Session Description:

Legislation restricting inquiries into a candidate's salary history recently enacted in many states and cities raises numerous issues for both sides in the hiring process. Such concerns start at the most fundamental level – how can you make an offer that will be accepted when you don't know what the candidate is making – to more complicated issues such as liability, scripting, use of search firms, etc.

Discussing the impact on organizations and HR managers in 2018, this presentation will keep you informed on the latest city, county, and state laws on salary history questions. Even if your facility isn't in an area where you can't ask, complying with the intentions of these laws aimed at improving pay equity is critical. These changes make it more important than ever that health care organizations offer a competitive salary and objectively set criteria defining the factors that will drive a higher or lower compensation package. Understanding candidate motivation and personal requirements are key to negotiating for a win-win and hiring the right person.

Presenters will discuss strategies and tactics for health care organizations looking to stay at the forefront of these changes and attract the best candidates.

Objectives:

- Understand the intent and scope of the salary history ban legislation
- Describe the impact of the salary history ban on hiring
- Identify strategies for negotiating job offers that will be accepted.

Competencies: HR Delivery

Time: 3:20 - 4:20 pm

B3.1

Finding a Cure: How St. Jude Attracts World-Class Talent in a Competitive Hiring Environment

John Leech

Director of Talent Acquisition, St. Jude Children's Research Hospital

Josh Wright, CFA

Chief Economist, iCIMS

Session Description:

In a tightening labor market jobs are harder to fill, requiring more time and money to hire best-fit talent. This is perhaps most apparent within the health care field where the demand for services is expected to swell in the coming years while the supply of providers is decreasing, creating a critical talent shortage.

Strong talent pools of passive candidates ensure that an organization always has a pipeline of talented and qualified candidates to select from when a role becomes available. St. Jude Children's Research Hospital is engaging passive candidates in a unique way to attract the brightest minds and strongest hearts.

Rather than mass-blasting job openings or attempting to build the largest pool of candidates possible, recruiters at St. Jude are using a targeted approach to cherry pick for specific, and often very unique skill sets. Through recruitment marketing, recruiters send tailored messages and track progress throughout the hiring process, leading to a more focused and effective talent pipeline.

Objectives:

- Analyze health care hiring data to gain an understanding of the hiring landscape and find new ways to enhance the candidate experience and stay competitive
- Explore how fellow HR practitioners develop tailored content for recruitment marketing, and leverage data analytics to improve the quality of pipelined talent
- Introduce best practices and communication strategies for CRM tools to build connections, using metrics to refine strategies and employ a powerful TA suite to unify talent data.

Competencies: People Strategies

B3.2

Going Beyond the Usual Suspects: Unleash the Power of Quiet Leadership

Stephanie Speights, Ph.D.

Vice President & Chief Learning Officer, Children's Health

Session Description:

The "usual suspects" who are nominated for high-potential leader programs are often those who are the most outspoken. But your most powerful leaders may be the people quietly working behind the scenes. Learn how Children's Health restructured talent reviews and its high-potential program to unleash the power of quiet leaders.

Objectives:

- Identify your organizations stage in the "evolution" of high-potential programs
- Ask important questions to bypass predictable traps in the hi-po selection process
- Adapt programs to accelerate the impact of "quiet" potential

Competencies: Personal Leadership; People Strategies

B3.4

The New Face of Labor – How Unions are Using the Janus Decision to Reinvigorate Organizing Campaigns

Tami Denney, MBA

Consultant, IRI Consultants

Session Description:

The expected and confirmed Janus decision by the Supreme Court has forced labor unions to rethink their

business model. The result is a reinvigoration of community groups and the tactic of salting the targeted workforce. Both of these tactics put your organization at risk of a union organizing campaign. Gain in-depth knowledge of these tactics and how best to protect against them.

Repeats on Tuesday, 9:15 – 10:15 am (D3.4)

Objectives:

- Learn how unions use community groups to organize patients as part of their corporate campaign
- Learn how unions are using Salts to infiltrate the workforce to drive interest in union representation
- Learn how to protect your organization from Salts and why it's important to educate employees on the risk of unionization.

Competencies: HR Delivery

B3.5

University of Chicago Medicine's Plan for Future Talent Needs: Strategic Workforce Planning & Analytics

Dan Lezotte, Ph.D.

Principal, Workforce Strategy & Analytics, Mercer

Mandy Frank, BA

Director, People Strategy, UChicago Medicine

Session Description:

As health care organizations manage challenges that come with growth and expansion, critical skills gaps and weak talent pipelines, it's becoming ever more important for them to take a strategic and analytics-driven approach to workforce planning.

Examine the five critical steps Mercer took to help University of Chicago Medicine (UCM) to identify risk factors driving talent gaps and develop an analytics-driven workforce plan to ensure long-term organizational success:

- Translating business forecasts into talent demand
- Projecting internal supply of talent
- Identifying external talent supply
- Performing gap analyses and risk assessments
- Developing a prioritized action plan

Learn UCM's experience in implementing new processes and plans to address future talent gaps for critical roles and the insights uncovered along the way.

Objectives:

- Understanding of the disruptive forces that are changing the health care field and their impact on talent risks for health care organizations
- Knowledge of a structure and proven process for conducting strategic workforce planning
- Insights from strategic workforce planning conducted by UChicago Medicine.

Competencies: People Strategies; Healthcare Business Knowledge

B3.7

Using Data and Artificial Intelligence (AI) to Improve Patient and Financial Outcomes

Myra Norton, MA, MS

President and COO, Arena

Carol Farris, MSHR, SPHR, SHRM-SCP

Director Talent Acquisition & Management, Regional One Health

Session Description:

People are the heart of health care. They are the key factor in driving patient and financial outcomes and they account for half of the operating costs at a typical hospital. Over the last several years, business professionals have been using data, AI and predictive analytics to help hospital leaders substantially improve both patient and financial outcomes. The presenters will review pre- and post-analyses and comparisons against control groups to illustrate the impact that AI and predictive analytics can have on organizational and nursing outcomes.

Most health care organizations are already using data and predictive analytics to predict clinical outcomes like hospital readmissions, hospital acquired infections, and adverse reactions. Amazon and Netflix are using these same techniques to predict the most likely product we will purchase or entertainment we will watch. This learning session will detail how to use these techniques to predict which candidates will improve patient and financial outcomes like employee retention, patient satisfaction, employee engagement and hospital readmissions.

Repeats on Monday, 3:00 – 4:00 pm (C3.7)

Objectives:

- Importance of predictors in pre-employment assessments
- Identifying your organization's specific people needs
- Lessons learned.

Competencies: HR Delivery; Healthcare Business Knowledge

_____ *End of Sunday Learning Sessions* _____