

MONDAY 9.17.2018

6:00 – 7:00 a.m. Sunrise Yoga

17th FLOOR / Omni Hotel

7:00 a.m. – 4:00 p.m. REGISTRATION

7:00 a.m. – 6:00 p.m. Resource Center, Cyber Café & Tech Bar and Charging Station

MOTIVATIONAL BREAKFAST / KEYNOTE

BALLROOM B/C

8:00 – 9:30 a.m.

Keep the conference energy going (and avoid a case of the Mondays!) by joining your fellow attendees at the Motivational Breakfast and keynote presentation by paralympian **Jeff Glasbrenner**.

Read more about Jeff on page 8.

*After the breakfast, meet Jeff and have your photo taken with him in the Exhibit Hall at the **Lincoln Financial Group booth #316!***



Breakfast Sponsored by:



Keynote Speaker Sponsored by:



You're In Charge®

LEARNING SESSIONS

9:45 – 10:45 a.m.

C1.1

Developing Physician Leaders Through Executive Coaching: Impact and Challenges

ROOM 302

9:45 – 10:45 a.m.

Dr. Ji Yun Kang, Ph.D.

Senior Advisor, Mayo Clinic

A changing health care environment requires physician leaders to lead change through uncertain settings. Leading an environment that demands strong leadership identity with

a strategic mindset and interpersonal skills can be a daunting task. This involves a significant shift in mindset formed from years of medical training to that of a leader that uses influence over authority, empowerment over control and team orientation over task expertise. Coaching has shown to be a very effective tool for developing physician leaders. Mayo Clinic has embarked on a journey to create a coaching culture at an organizational level and has been successful in developing its leaders through coaching.

OBJECTIVES:

- Utilizing metrics to measure the impact of coaching
- Future of coaching in health care
- Different stages of maturity for an executive coaching program.

C1.2

Humanizing Medicine: Health Care with an Outward Mindset



ROOM 304

9:45 – 10:45 a.m.

Mitch Warner

Managing Partner and Arbinger Author, The Arbinger Institute

As the heart of health care, human resources is critical to ensuring that organizations and the individuals involved are treating people—and not just patients. But what's the best way to make this change and have it stick? With so much at stake, leaders often try to improve organizational results by prescribing key behaviors. But prescribing behaviors is like addressing the symptoms of a disease and not the cause. Rather, by diagnosing and changing the underlying mindset that drives behavior, we get at the true cause—and heart—of our organization, employees, and mission. By shifting from a self-focused, inward mindset to an outward mindset which instead focuses on results and impact on others, we see others as people, who matter like we matter, and enhance our impact. Thus accelerating results and improving behaviors naturally.

During the presentation, view case studies, new research, models, and draw on over 30 years of experience from

Arbinger in order to help new leaders succeed by changing their mindset and transforming their results.

OBJECTIVES:

- Understand the importance of shifting mindset to enable sustainable behavior change
- Uncover and overcome the hidden sources of resistance and conflict in the human interactions at the heart of providing health care
- Acquire practical tools to dramatically improve coworker collaboration and patient satisfaction.

C1.3

I Hear You But I'm Not Really Listening: Feedback Triggers That Shut Us Down

 ROOM 315 9:45 – 10:45 a.m.

Cindy Maher, BFA

President, Leading Edge Coaching & Development

Interested in recognizing your own personal leadership challenges and opportunities? How well do you take in feedback? We know that feedback is essential for development, growth and healthy relationships – but most of us dread and dismiss it. That's because feedback sits at the heart of two conflicting human desires: we want to learn and grow but we also want to be accepted and respected just as we are now. Receiving feedback effectively is strongly connected to emotional intelligence, personal success, learning organizations and a high-performance culture.

This session will help HR leaders recognize why feedback frequently does not go well and practice strategies to support learning and growth (in themselves and with others). It will be delivered with the unique Leading Edge blend of theatrical scenes, skill practice, small group discussion and self-reflection.

OBJECTIVES:

- Recognize three major triggers that occur when you receive constructive feedback from others
- Put feedback in perspective by recognizing three core truths
- Build awareness around your own reactions to tough feedback.

C1.4

Millennials and Mobilization: Health Care Communications in the Digital Age

 ROOM 303 9:45 – 10:45 a.m.

Philippa Levenberg, MA, BA

Director, Digital Media, IRI Consultants

Megan Mitchell, BA

Communications Consultant, IRI Consultants

With millennials expected to dominate the nurse workforce in the 2020s, there is a growing preference and inclination towards digital, social and text-based communications in the workplace. At the same time, hospitals are navigating difficult business realities as they look for ways to consolidate and cut costs. This is not only changing the face of employee communications, but has also formed fertile ground for union activity. From Facebook groups to hashtag campaigns, the explosion of social media has offered a powerful way for the labor movement to mobilize hundreds – if not thousands – of members, potential members and advocates. They have seized this opportunity in innovative, sophisticated ways to recruit and to win over millennials in particular. In this session explore some of these tactics being used in the health care field as well as offer recommendations on what companies can do prepare themselves and communicate more effectively in the digital age.

OBJECTIVES:

- Understanding the motivational factors for millennials in the workforce
- Understanding preferred communications methods for millennials working in healthcare
- Understanding mobilization tactics being used by the labor movement to reach millennials in health care and what employers can do to respond.

LEARNING SESSIONS

9:45 – 10:45 a.m. *continued*

C1.5

National Labor Relations Board: Updates for Health Care Providers

ROOM 316

9:45 – 10:45 a.m.

Marvin Kaplan*Member of the National Labor Relations Board,
National Labor Relations Board***MODERATOR: G. Roger King***Senior Labor and Employment Counsel, HR Policy Association*

Marvin Kaplan, Member of the National Labor Relations Board (NLRB), will be reviewing many important and recently issued decisions by the NLRB and provide a general preview of what additional issues the NLRB might address in the future. Issues that will be covered in this session include the status of the NLRB's review of election rules and its announced initiative to establish a joint employer rule, clarification of permissible solicitation, distribution and access rules for health care employers, the current state of the law for union "successorship" in asset sales transactions, new guidelines for employer handbooks, electronic communication policies and other similar employer policies, and a number of other decisions that may have far reaching consequences for both union and non-union health care employers. Hear what additional issues and subject areas the NLRB may address in its future decisions

OBJECTIVES:

- Learn how to stay compliant regarding the requirements of the National Labor Relations Act
- Learn how the NLRB processes election petitions and unfair labor practice cases
- Learn of the potential for cooperation between the NLRB and the Equal Employment Opportunity Commission in defining the parameters of employee protected concerted activities.

C1.6

Recruitment Efficiency: What Separates the Best From the Rest?

ROOM 301

9:45 – 10:45 a.m.

Jason Sacramento*Director, Global Solutions Architect, CareerBuilder*

Less than one in five companies studied can be classified as best-in-class in terms of recruitment efficiency. How much do you have in common with them? Where do the biggest gaps lie? What criteria should you be looking at to improve organizational efficiency and effectiveness in recruitment? Learn from proprietary research that demonstrates what best-in-class companies do to stand out, and how you can take steps toward achieving similar results in the future.

OBJECTIVES:

- Understand the habits, behaviors and perceptions of Best in Class Recruiting Teams
- Understand their attitude, approach and application of technology and data in the recruiting process
- Leverage some of the Best in Class Recruiting Processes to achieve similar results in recruiting efficiency and effectiveness

HR Leader Model / Professional Identifiers

HR Delivery



Community Citizenship



Healthcare Business Knowledge



Personal Leadership



People Strategies



Strategic Business Management Credit

C1.7

Using Data Analytics to Build an Elite Talent Acquisition: An Adventist Health System Case Study

ROOM 310/311 9:45 – 10:45 a.m.

Colin Lyle, RACR, CIR

Senior Manager, Talent Acquisition, Adventist Health System

David Szary, Ph.D., MBA

Founder, The Recruiter Academy, Senior Vice President and General Manager, The Recruiter Academy

Implement an advanced analytics platform to measure recruitment performance across key dimensions: Quality of Hire, Speed, Productivity, Process Efficiency, Cost and Customer Satisfaction, and use data to:

- Benchmark against industry peers
- Celebrate success
- Create/drive performance improvement initiatives
- Quantify ROI to key executives within the organization

OBJECTIVES:

- Performance Management for Talent Acquisition
- Data Analytics to drive ROI
- Talent Acquisition Benchmarking.

LEARNING SESSIONS

11:00 a.m. – 12:00 p.m.

C2.1

Building the BSN Workforce

ROOM 315 11:00 a.m. – 12:00 p.m.

Donna Meyer, MSN, RN, ANEF, OADN, FAADN

CEO, Organization for Associate Degree Nursing

Tina Lear, MHA

National Program Director, National Education Progression in Nursing

The need is growing for a more highly educated nursing workforce. HR leaders are challenged to assure a staff prepared to improve care delivery across all settings, contribute to cost containment, and to fill future leadership roles. Innovative new models of education are being developed to

meet these workforce needs. Participants will hear details about these models and the role of employers to expand their impact. Specific strategies will be provided to support the education of new nurses and facilitate education of the existing workforce.

OBJECTIVES:

- Identify limitations and new possibilities within the nursing education system for meeting current and future workforce needs.
- Recognize impact of policies related to clinical placements, hiring, scheduling, and support for students in attaining the best prepared workforce
- Identify future trends in employment for the nursing profession.

C2.2

Protest, Progress and the New NLRB — The Current Legislation Effect on the NLRA and Employee Relations

ROOM 316 11:00 a.m. – 12:00 p.m.

Timothy Davis, J.D.

Managing Partner, Constangy, Brooks, Smith & Prophete LLP

Policies are ever changing within the labor board. Discover what health care human resources professionals can expect and how to advise their organizations going forward as well as what labor unions will do to respond to the new rules from the Trump Administration.

OBJECTIVES:

- Update on new NLRB rules on union elections, handbooks and PCA
- Understand the interaction of the law, HR and psychology on union avoidance and overall labor relations
- Learn how to develop and implement your own labor relations strategy.

LEARNING SESSIONS

11:00 a.m. – 12:00 p.m. *continued*

C2.4

Real World Wellness: 5 Keys to Engagement, Application and Outcomes
 ROOM 302 11:00 a.m. – 12:00 p.m.
Brad Cooper, MSPT, MBA, MTC, ATC, CWC*Chief Executive Officer, US Corporate Wellness, Inc.***Steve Percival, MBA***Vice President of Human Resources, HealthyHR*

Have you noticed the disconnect between how a wellness program looks on a brochure or PowerPoint slide and how it plays out with employees in the real world? It doesn't need to be that way. This session will provide attendees with REAL world solutions to enhance the engagement, application, and outcomes you will be able to create through your well-being strategy.

OBJECTIVES:

- Understand the key difference between participation and engagement
- Identify practical steps to take to enhance your employee wellness strategy (in the real world)
- Understand a multitude of critical elements that can move a program from “box checking” to meaningful outcomes.

C2.3

Rethinking HR for the Future of Work in Health Care
 ROOM 317 11:00 a.m. – 12:00 p.m.
Kristina Dunphy*Director, PwC People Analytics, PwC*

HR in health care continues to focus on addressing traditional pressures such as cost control, productivity, turnover and engagement. However, additional new pressures are mounting for HR as employee preferences, demographic changes, global economic shifts, and technological advances are leading to the workforce of the future—and HR is being

disrupted. Given these combined pressures, is your organization ready to support the future of work?

Come to this session to learn about the challenges facing HR based on key findings from this year's HR Metrics Tool benchmark results, which highlight how organizations are performing on key workforce metrics. We will also discuss the impact of these pressures and how HR will need to address them, based on the changing future of work.

OBJECTIVES:

- Learn about the challenges that HR is facing, resulting from a combination of traditional and new pressures that are spawning the workforce of the future
- Understand how HR is being disrupted and ways that HR can address these new challenges
- Gather benchmark data for key workforce metrics such as nurse turnover, span of control and investment in HR.

C2.5

The Changing Face of Employment Drug Testing
 ROOM 301 11:00 a.m. – 12:00 p.m.
Sadeq Khan, J.D., MBA, CCEP*Associate General Counsel/Director of Compliance, Certiphi Screening, Inc.*

Explore a number of issues and recent developments that may require you to re-evaluate your drug screening practices. Examine topics such as an employer's rights and responsibilities with respect to applicant and employee use of medical and recreational marijuana as well as CBD products. This session will also cover topics such as the Americans with Disabilities Act; often-overlooked legal requirements that may apply when conducting employment drug screening, including notification requirements under the Fair Credit Reporting Act as well as various state notification laws; and issues and common misconceptions that arise when employers seek to

test for highly abused prescription painkillers, heroin, or newly developed “designer” drugs.

OBJECTIVES:

- Your rights and responsibilities with respect to applicant and employee use of medical marijuana and CBD products
- Various drug testing notification requirements under the FCRA and state laws that may apply to your organization
- Issues and common misconceptions surrounding testing for heroin, opioids, and “designer” drugs.

C2.6

Transforming Recruitment Through Shared Service Delivery

 ROOM 304 11:00 a.m. – 12:00 p.m.

Amy Boxrud, BA

Director of Physician & Scientist Recruitment, Mayo Clinic

Christy Richards, MBA, PHR, SHRM-CP

Provider Recruitment Manager, Mayo Clinic

Learn how Mayo Clinic transformed physician recruitment by centralizing their physician recruitment model. Items discussed will be the reasons for the change, advantages of the model, lessons learned, customer impact and future enhancements.

OBJECTIVES:

- Advantages of a shared service recruitment model
- Considerations during redesign implementation
- Review lessons learned and ongoing evolution.

C2.7

Walking on Eggshells — Effective Management of Internal Pay Equity

  ROOM 303 11:00 a.m. – 12:00 p.m.

Myrna Hellerman, Ph.D., MBA, CCP

Senior Vice President, Sibson Consulting

Headline news about claims of pay disparity based on gender or race can shatter a hard-earned trusting employer-employee relationship, deeply tarnish a hospital and health system’s image and adversely impact their community. Federal and State legislation in the past 10 years (e. g. Lilly Ledbetter Fair Pay Act, OFCCP’s Directive 307, 44 states with equal pay legislation, etc.) have emboldened employees to initiate and pursue such claims.

Presenters will share how hospitals and health systems have proactively organized their compensation program’s design, administration, and on-going analytics to successfully avoid unintended pay disparities and be ready to swiftly address outside challenges to their internal pay equity. Participants will take away from an understanding of the concept of internal pay equity, as well as the consequences of failed internal pay equity management. Learn tools employers have deployed to analyze their pay data, pro-actively, manage internal pay equity, and address identified disparities.

OBJECTIVES:

- Setting the stage on Pay Equity in the workplace
- Understanding how the analysis is constructed, and how to understand the results
- Exploring how to create an environment of readiness for the organization to take on Pay Equity analyses

EXHIBIT HALL / LUNCH

EXHIBIT HALL 4 A–B

12:00 – 2:45 p.m.

Enjoy lunch and take time to visit the exhibitors! They have a variety of products and services to tell you about and their presence helps the ASHHRA Annual Conference offer many options for learning and networking. Our partnerships are critical as we continue our efforts to meet your professional needs. **And don’t forget to stop by the Headshot Lounge toward the back of the Exhibit Hall!**

LEARNING SESSIONS

3:00 – 4:00 p.m.

C3.1

A Vision for the Future: Nursing and HR

 **ROOM 305** 3:00 – 4:00 p.m.

Beverly Hancock, DNP, RN-BC

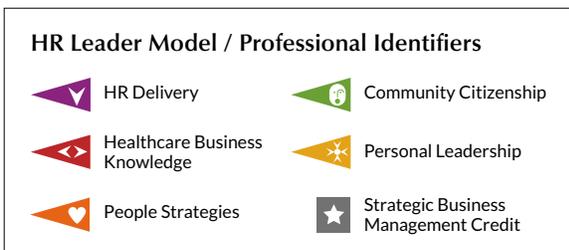
*Senior Director for Leadership Development,
American Organization of Nurse Executives (AONE)*

The mission of any health care organization centers around providing quality patient care. Quality patient care requires well equipped caregivers. This session will offer insight into factors influencing nurse executives as they seek to build a solid workforce. It will discuss the Future of Nursing Institute of Medicine (now the National Academies of Medicine) Report and the ANCC Magnet Recognition program which recognizes the responsibility nurses have to society to provide care, and have delineated standards of excellence for nursing. The report and recognition have profoundly shaped nursing over the past decade and have laid a foundation for the future. The implications of these standards are relevant to HR and the recruitment and retention of nurses.

Repeats on Tuesday, 9:15 – 10:15 a.m. (D3.1)

OBJECTIVES:

- Understand implications of the ANCC Magnet Recognition program standards on human resources
- Identify how nurses and human resources can work together to create a strong workforce for the future
- Understand the recommendations from the Future of Nursing Report and its impact on human resources professionals.



C3.2

High Potential Program — Grow & Promote Emerging Leaders from Within Your Organization

 **ROOM 316** 3:00 – 4:00 p.m.

Mark Sherry, CHHR, MA

*Director, HR Strategic Services – Region,
Baylor Scott & White Health*

George Brown, FACHE

*Director, Clinic Operations,
Baylor Scott & White Health*

As the regions growth expanded, unemployment fell below three percent and the demand for talent grew, this program was designed to provide a pipeline of talent for quality mid-level clinic leaders and develop a career path to retain front line employees in the Austin/Round Rock Region. Over the past three years, the High Potential Program has resulted in 53 percent of the participants being promoted and a 90 percent participant retention rate. Presenters will share the program structure that includes the following: rigorous interview process including talent assessments, references, and behavioral based interviews, blended curriculum including executive presentations, mentoring, and a final project using Lean methodology.

OBJECTIVES:

- Customize high potential development
- Develop strategies to give internal talent a sense of early opportunities
- Grow and promote emerging leaders from within the organization.

C3.3

Hire, Train, Retain: The Ups and Downs of a Comprehensive Engagement Strategy

 **ROOM 317** 3:00 – 4:00 p.m.

Erin Williamee, MHRD, SPHR, SHRM-SCP

Senior Generalist, Thompson Health

Carol Olean

Associate Educator, Thompson Health

Early in 2015, the continuing care center at UR Medicine/Thompson Health had a projected annual turnover of

approximately 60 percent. In a climate where their industry turnover and employee dissatisfaction were at critically high levels something had to be done. A “full court press” was applied to turn around the downward spiral with the ultimate goal of a better work/life balance by the elimination of mandatory overtime for aides. After a series of focus groups and a review of employee engagement results, a strategy was established that encompassed inventive hiring techniques, training/onboarding initiatives, and innovative retention techniques that really made a difference by helping improve employee engagement and reduce turnover. This session will provide participants with innovative strategies and tools that helped Thompson Health hire, train and retain their team. Learn from their successes and failures (Fail is not a bad four letter word).

Repeats on Tuesday, 9:15 – 10:15 a.m. (D3.3)

OBJECTIVES:

- Gain innovative ideas and tools to utilize in their respective recruitment and retention efforts
- Identify and utilize lessons learned to identify and address potential challenges in recruitment and retention within their respective organizations
- Understand you are not alone in the challenges of hiring, training and retaining your staff... but there is hope!

C3.4

Surviving a Sexual Harassment Crisis and Creating a Stronger Culture in Its Wake

 ROOM 301 3:00 – 4:00 p.m.

Michael Bertoncini, J.D.

Principal, Jackson Lewis P.C.

Nanette Smith Callihan, BA

Chief Human Resources Officer, Harvard Medical Faculty Physicians at Beth Israel Deaconess Medical Center

As #METOO and #TIMESUP now sweeps the nation, experienced HR leaders are working to make meaningful change happen before their organization becomes the next target. But what happens if despite your best efforts, your organization is the subject of one or more high profile sexual harassment complaints? This will be an interactive session where

the presenters work with attendees to craft a response to a hypothetical sexual harassment crisis and then develop a plan for culture change moving forward.

OBJECTIVES:

- Define a practical approach to investigating sexual harassment complaints
- Identify key elements for a best in class harassment prevention program
- Learn tips for developing a plan for culture change.

C3.5

The Socially Intelligent Health Care HR Leader

 ROOM 303 3:00 – 4:00 p.m.

Dr. Gleb Tsipursky, Ph.D.

Assistant Professor, Ohio State University

Expanding your influence and improving your leadership skills as a health care HR professional requires strong social intelligence, the ability to evaluate and influence other people’s social interactions. Recent research in behavioral science shows how we can build up our social intelligence capacity, whether in cultivating valuable relationships, managing conflicts, developing executive presence, or guiding others in achieving organizational objectives. Learn social intelligence research-based strategies to cultivate leadership skills and influence stakeholders through your health care organization.

OBJECTIVES:

- Improve your leadership skills through learning about social intelligence research on this topic and its application to the health care setting
- Expand your influence through developing your capacity to evaluate and influence other people’s social interactions
- Restructure incentives for your health care organization’s employees so that they align their activities with organizational objectives using social intelligence-based strategies.

LEARNING SESSIONS

3:00 – 4:00 p.m. *continued*

C3.6

UPMC's Journey to Building a Best-in-Class Talent Acquisition Function
 ROOM 302 3:00 – 4:00 p.m.
Craig Stambaugh, SPHR, CPA*Vice President, Human Resources Health Services & Talent Acquisition, UPMC*

When UPMC decided to centralize their Talent Acquisition function in 2012, they knew it wasn't going to happen overnight. Assuming system-wide recruitment for the largest non-governmental employer in Pennsylvania, while simultaneously growing the Talent Acquisition team, undoubtedly surfaced complex challenges. Equipping a team of more than 100 Talent Acquisition professionals with the proper tools, resources and support to hire over 18,000 employees annually was a critical element to building strategies and processes to enhance the candidate and customer experiences. From temporary office space and cultural challenges to disconnected processes and new ways of doing things, hear from what it takes (and what it doesn't) to create a best-in-class Talent Acquisition function.

OBJECTIVES:

- Discover how a center of excellence model for recruitment works
- Demonstrate knowledge on challenges associated with centralizing an HR function
- Identify strategies for communication and change management.

C3.7

Using Data and Artificial Intelligence (AI) to Improve Patient and Financial Outcomes
 ROOM 315 3:00 – 4:00 p.m.
Myra Norton, MA, MS*President and COO, Arena*

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, we as 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.

Repeat session from Sunday, 3:20 – 4:20 p.m. (B3.7)**OBJECTIVES:**

- Importance of predictors in pre-employment assessments
- Identifying your organization's specific people needs
- Discover how to use data as a forecasting tool.

REMEMBER:**Learning Session Evaluations**

Simply go to the **Agenda** in the conference app, click on the learning session and then click on Session Evaluation. Complete the brief survey and you're done!

LEARNING SESSION

3:15 – 4:45 p.m.

C4.1

Ask The Experts Panel: Recruitment



Amy Boxrud, BA

Director of Physician & Scientist Recruitment, Mayo Clinic

Jason Sacramento

Director, Global Solutions Architect, CareerBuilder

Susan Shevlin, MA, M.Ed., CHHR

*Director of Talent Acquisition & Onboarding,
Weill Cornell Medicine*

“Ask the Experts” are sessions lead 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.

Recruitment: Does your rural organization have the same appeal as the large urban health system? Does your budget allow for the seasoned professional or new grad? Recruitment of quality candidates ranging from CNAs, APRNs and physicians is an issue every health organization has faced. In this Ask the Experts Panel, attendees will have an opportunity to ask recruitment experts their strategies to recruit and retain staff appropriate for the organization and market.

OBJECTIVES:

- Figure out how to optimize your process so your speed-to-hire doesn't slow down
- Understand and define the culture of your organization
- Learn how to create a talent pool of candidates to enable the selection of best candidates for the organization.

THOUGHT LEADER FORUM

Sponsored by

PURDUE GLOBAL
UNIVERSITY

THOUGHT LEADER FORUM

4:15 – 5:45 p.m.

C5.1

Where Are We Now? Continuing the Conversation



MODERATOR:

James (Jamie) E. Parsons, CHHR, SPHR, FACHE, SHRM-SCP

Senior Vice President, Human Resources, St. Elizabeth Healthcare

Grace Moffitt

ASHHRA Past President

Gail Blanchard-Saiger, J.D.

*Vice President & Counsel, Labor and Employment,
California Hospital Association*

Cynthia Hedricks

Chief Analytics Officer, SkillSurvey, Inc.

Sarah Fredrickson, MA

Director, Workforce Insights, Mayo Clinic

James Miller, Esq., CCP, CHHR

*Senior Director, Personnel Services,
Johns Hopkins Bayview Medical Center*

Deborah Rubens, CHHR, SPHR-CA, SHRM-SCP

*Director, Human Resources,
Shriners Hospitals for Children-Northern California*

Michael D Parkinson, MD, MPH, FACPM

*Senior Medical Director, Health and Productivity
UPMC Health Plan and WorkPartners*

In 2013, Thought Leader Forum participants envisioned tomorrow's workplace with a five-year time span. Participants forecasted the potential changes they saw developing in the workplace as a result of increased focus on performance, technological advances, shifting workforce demographics, projected workforce shortages, delayed or premature retirement scenarios and hospital and health system mergers and acquisitions. It's five years later and we will discuss the workforce landscape, if those projected changes rang true, and more importantly, how will it affect future workforce needs and the training and tools human resources executives should be prepared to offer to ensure workforce success in new and evolving roles. Panelists are comprised of former Thought Leader Forum participants and field experts in forecasting changes such as technological advances, workforce demographics and workforce shortages.

This limited seating session offers attendees an additional 1.5 Business credit towards HRCI certification.