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PRESIDENT'S REPORT

Katy Reeves, SPHR, CHHR, SHRM-SCP



It's hard to believe that almost two years have passed since I wrote my first President's letter for this newsletter. In that first letter I referenced Dr. Seuss and borrowed from him for our theme of "Oh The Places We'll Go." We knew changes

were on the horizon for healthcare Human Resources and that the next two years would promise to be years of change and challenges. And while each journey is always a personal one, the executive committee and I pledged that VaSHHRA would be there to support you as you traveled through the coming years - to help provide you with tools to take you wherever you need to go.

Looking back, I hope you would agree VaSHHRA has been beneficial in helping you navigate the changes.

- Based on feedback from state conference attendees, we looked for ways to expand the breadth of topics at conferences and offer break-out sessions to personalize the experience even more. In both 2015 and 2016 we partnered with North and South Carolina to host a Tri-State HR conference that did just that. But we kept our own state conference and offered a one day experience.
- Continuing with the reality of 'strength in numbers' we partnered with North Carolina to offer our members the opportunity to participate in an expanded compensation survey - not only in terms of participants but also the number of positions surveyed. The new survey tool also gave members

the opportunity to 'cut' the data in more ways.

- To encourage personal development and professional growth, we offered more scholarships. In 2015, one member used the scholarship to regain her PHR certification and in 2016, several members pursued their CHHR certification credential.
- Our quarterly newsletters were full of news related to legal issues, comp and benefits, educational opportunities, and hopefully, other information that helped you in your daily work.
- In response to requests for more educational opportunities available without having to spend a day or two outside the office, the education committee provided webinars on several hot topics.
- Regional meetings were a great way to network with others while expanding our knowledge and earning re-certification credits - all as part of the basic membership fee at no additional cost.

I want to extend great thanks and appreciation to our executive team - a dedicated group of professionals who somehow manage to give their time and talent to their job, their families and to carve out even more for VaSHHRA.

Officers:

- Jeanne Clark - President Elect
- Terri Stevens - Past President
- Karen Ackerman - Vice President
- Meredith Sawyer - Treasurer
- Maria Stephens - Secretary

Send all VaSHHRA Voice comments and suggestions to
Jeanne Clark at

jeanne.clark@centrahealth.com

Committee Chairs:

- Lee Byrd - Advocacy
- Kim Daniel - By Laws, Labor Relations, Legislative
- Brian Sands - Business Partner Liaisons
- Terri Stevens - Chapter Awards, Program, Nominating/Succession Planning, Wage & Salary, Website
- Cyndi Derricott - Community Outreach
- Karen Ackerman - Membership
- Jennifer Moore - Newsletter, Social Media
- Jeanne Clark - Newsletter, Program

Regional Representatives:

- Blue Ridge/Northern Virginia: Susan Edwards and Debbie Baker
- Central Virginia/Tidewater: Ann Belvin and Carrie Gillard
- Roanoke/Southwest Virginia: Jeanne Clark

I wish each of you the best in the coming year. I hope that you will continue to find VaSHHRA an essential part of your professional life and that you will provide suggestions and ideas on how to make our organization relevant to you.

Celebration!



VaSHHRA Officers for 2017-2018

President: Jeanne Clark
President-Elect: Carrie Gillard
Treasurer: Terri Stevens
Secretary: Cathy Evans
Past President: Katy Reeves



**Jennifer Kellogg,
HR Business Partner
for Centra obtained
her SHRM Certified
Professional (SHRM-
CP) certification!**



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2016 ASHHRA National Conference



The 2016 ASHHRA National Conference in Texas was awesome! The theme, "Nurturing Engagement in Shifting Landscapes" was particularly relevant this year.

Sometimes I think as HR professionals we can feel like we are caught in quicksand – trying to cope with all the daily demands of our jobs while constantly engaging employees. That's why I attended a session titled "Reality Based Leadership" on the very first day of the conference. It provided a different prism through which to view reality.

Here's reality – change is here. It isn't something new; it isn't going away. Change is only hard for the unready. If you aren't ready for change, you will resist it so others won't see you are unprepared.

Think about it - nurses are great at change management. We train them to be prepared for the unexpected. Can you imagine a nurse standing back and wringing their hands when a patient's blood pressure spikes or their heart rate drops? You don't hear them saying "I can't deal with this; this change is just too much to handle."

HR leaders should stop talking about 'change' and start talking about 'what's next.' We must provide staff and managers with the tools and the environment to do something. Leadership needs to focus on two things:

- Efficiency-quality, outcomes, effectiveness. Efficiency is designed by teams and created by processes
- Loyalty-empathy and responsiveness. Empathy is putting yourself into someone else's shoes but not buying into feeling sorry for them. Feedback is not responsiveness.

How many times have we heard others say or have we ourselves said, "If this were different, I'd be awesome!" Circumstances are not why people can't succeed; they are the reality of what we deal with to be successful. Suffering is completely optional so stop asking "why can't we" and start asking "how can we."

Venting is the ego's way of avoiding self-reflection. In marriage counseling, you don't focus on the trouble – you already know what that is, you've been fighting about it! Instead focus on what you want and determine how you can reach that goal.

What Cy Wakeman, the speaker, challenged us to do was to recognize that change is here, ditch the drama, focus on what we want, and take accountability for our reality.

Written by Katy Reeves

In true form, ASHHRA outdid themselves. Topics and speakers focused on keeping employees engaged during a time of ongoing changes within the healthcare industry.



One of my favorite speakers was Ann Rhodes who presented about the importance of organizational values for long-term success. The focus was on five characteristics of organizations labeled as Great Places to Work:

1. Values: Expectation that behaviors match the values of the organization.
2. Hiring Practices: Hiring folks with the same values for positions.
3. Accountability & Recognition: Recognize employees for a job well-done and hold them accountable when appropriate.
4. Branding: Employees are the brand of the hospital. Engage employees in a way that positively impacts your brand.
5. Continuous Improvement: Focus on emulating a high performance culture.

I always find value in being able to network with others in the healthcare industry. Throughout the ASHHRA conference there were opportunities to meet and talk with other healthcare HR professionals. It's such a great feeling to be able to meet peers face-to-face and re-connect with familiar faces. Being able to network at this conference has delivered a positive return on investment for me both personally and professionally.

I've made new friends at every conference, learned of new opportunities, obtained sound advice, and received positive influence from ASHHRA peers. I hope you all will join me at next year's ASHHRA

Conference and Exposition held in Seattle, WA from Sept 16-29, 2017.

Written by Terri Stevens

Sponsor Spotlight



*Making Sure Caregivers
are Always There*

Healthcare Staffing Services is a supplemental staffing program, which is a preferred partner through your state hospital association. We help you keep clinical and non-clinical departments staffed through a simple standardized approach - all at no cost to you!

In 2002, South Carolina CEOs, CNOs, Recruiters and Human Resource professionals joined forces on a Workforce Advisory Committee. The committee determined a workforce solution would be beneficial in response to hospital labor shortages, hard to fill specialty positions, flexible staffing, and the challenges associated with using temporary personnel to provide patient care. The Healthcare Staffing Services program was then formed to help link healthcare facilities and healthcare staffing firms to ensure the very best workforce to care for our families and friends. The program saw great success in improving workforce supply and quality and other state hospital associations began to explore joining efforts to benefit hospitals across the region. More than a decade later, Healthcare Staffing Services, a division of SCHA Solutions, spans over Arkansas, Alabama, Florida, Georgia, Idaho, Kentucky, North Carolina, Oklahoma, South Carolina, Tennessee, Virginia and West Virginia.

Healthcare Staffing Services holds one central agreement with almost 100 national vendors to save our participants from the administrative burden of negotiating multiple contracts. Through an extensive application process, vendors are evaluated using specific criteria to ensure their ability to bring quality and value to the program. Our vendor neutral approach brings increased market competition in the areas of billing rates, contract terms, performance

standards and qualified candidates. Regular on-site compliant reviews are conducted with vendors to review the contract terms, compliance with JCAHO, CMS and state regulatory requirements. Because we work with many staffing vendors, our program offers an increased candidate pool of credentialed healthcare professionals. This creates more opportunities to identify and select staff who complement your healthcare organization. The program was created by hospital personnel, is administered by your hospital association, and will always keep hospital and patient needs as a main priority.

We have seen an increase in supplemental staffing over the past four years. Recent studies show that, between 2012 and 2022, 5 million healthcare jobs will be created. National data also suggests the workforce shortages are back, while hospital censuses continue to increase. As your hospital association, VHHA and SCHA Solutions are constantly working closely with your hospital's workforce, while continuing to monitor healthcare staffing trends, to ensure we are able to meet the current needs of all our program participants.

Our goal is to continue to raise the staffing industry standard in healthcare by placing experienced caregivers at the bedside to provide quality patient care. We understand hospitals and our services can be customized to meet your individual needs.

"Ensuring consistent high quality patient care is paramount to our hospitals and health systems throughout the Commonwealth of Virginia. Our partnership with Healthcare Staffing Services enables our members to keep virtually every clinical department staffed with prescreened, qualified health care professionals, while minimizing the often tedious, time-consuming tasks associated with temporary staffing." *David S. Jenkins, Vice President, VHHA Services*

VaSHHRA Member Spotlight

Every quarter VaSHHRA turns the spotlight on a member who is making an impact in Human Resources by exemplifying the mission of their organization and in healthcare. We highlight their experiences and how they have benefited from VaSHHRA membership. The spotlight offers an opportunity to share your story with your colleagues and the VaSHHRA community, inspire future Healthcare HR professionals, and strengthen awareness of the profession. If you are interested in being highlighted or nominating another member for the spotlight, please contact Jeanne Clark at jeanne.clark@centrahealth.com.

TRACY BURPEE

What has been your greatest challenge? Moving the needle from tactical to strategic HR. While we will always have day-to-day activities, if we execute them from a strategic position we can save a lot of rework down the line. Being able to see a long-term solution can sometimes mean changing the way it's always been done to achieve a different outcome. Transitioning a traditional "Personnel Department" to a modern Human Resources Department requires pause. One needs to establish a vision and almost as importantly, be able to communicate that vision and create buy-in so everyone can move forward together. Honoring the past while moving forward is delicate and simply staying current is no longer enough. For many, this is a challenge as they often don't see a need for change. And change for change's sake doesn't usually go over too well. If HR can be seen as a strategic partner rather than the 'HR Police' we will naturally be consulted in other areas of the business, being able to have a voice in the process.



What motivates you? I have always been internally motivated to do the best I can. I was raised with the support and encouragement that I could do whatever I thought I could do, as long as I gave it my best and worked hard. Over the years, I have challenged myself to learn more about my profession or industry, so I can add value through my work. By doing so, I have found that I can credibly participate and help where needed. I'd like to think I made a difference.

Tracy Burpee, MA, CHHR, SPHR,
SHRM-SCP
Director, Organizational
Development
Augusta Health

What's the best advice you have ever received? Be Authentic. I was fortunate enough to participate in an intensive Coaching certification program earlier in my career. I think the thing that stuck with me and outshines all other tidbits over the years is to be your authentic self in everything you do. It's a great umbrella, and you really can't go wrong with this one. No second guessing that you did the right thing if you're being true to you, your beliefs and values.

What to Expect from the EEOC for 2017-2021 ...and How to Prepare...

This month the EEOC adopted a [Strategic Enforcement Plan \(“SEP”\)](#) for Fiscal Years 2017-2021. The SEP outlines six priority areas for the EEOC to use as guidance when allocating agency resources and prioritizing employment actions. Employers should be mindful of the EEOC’s shift in focus starting in 2017, and should revisit their internal policies regarding the following areas:

1. *Eliminating Barriers in Recruitment and Hiring*

Focus: The EEOC will focus on actions aimed to eliminate discrimination that takes place during recruitment and hiring: exclusionary policies and practices, the channeling/steering of individuals into specific jobs due to their status in a particular group, job segregation, restrictive application processes (including online systems that are inaccessible to individuals with disabilities), and screening tools that disproportionately impact workers based on their protected status (e.g., pre-employment tests, background checks impacting African Americans and Latinos, date-of-birth inquiries impacting older workers, and medical questionnaires impacting individuals with disabilities).

Action: Employers should revisit their hiring policies to ensure that no direct or indirect discrimination occurs. Do you make employees fill out surveys or questionnaires? What questions are asked or boxes are to be checked? How is your application process structured? Do you require an online test, such as a food-safety or bank teller test that may be inaccessible for persons with disabilities?

2. *Protecting Vulnerable Workers, Including Immigrant and Migrant Workers, and Underserved Communities from Discrimination*

Focus: The EEOC will focus on employment issues involving immigrant and migrant workers, as well as persons perceived to be members of these groups and other underserved communities.

Action: EEOC district offices will identify vulnerable

workers and underserved communities in particular areas. Once identified, employers should assess whether they have workforce policies and practices that impact migrant workers or other underserved communities.

3. *Addressing Selected Emerging and Developing Issues*

Focus: The EEOC has identified the following areas as trending areas of concern (a) inflexible leave policies that discriminate against individuals with disabilities; (b) pregnancy-related limitations under the Americans with Disabilities Act Amendments Act and the Pregnancy Discrimination Act; (c) discrimination against the LGBTQ community; (d) employment relationships and workplace civil rights protections in light of the increasing complexity of employment relationships and structures-including temporary workers, staffing agencies, independent contractors, and the on-demand economy; (e) discriminatory practices against those who are Muslim or Sikh, or persons of Arab, Middle Eastern or South Asian descent, as well as persons perceived to be members of these groups.

Action: Employers should be sure to analyze the possibility of leave as a reasonable accommodation for employees who are unable to work due to a disability (but who may recover with additional leave). Employers should think about workplace training and education involving discrimination against the above-specified communities. Employers should also assess the types of employer-employee relationships they currently have, including whether they have independent contractors or temporary/seasonal workers that may be entitled to protection under various employment laws.

4. *Ensuring Equal Pay Protections for All Workers*

Focus: The EEOC will continue to focus on compensation systems and practices that discriminate based on sex, race, religion, ethnicity, age, disabilities, etc.

Action: Employers should review their current compensation policies to ensure that all employees are receiving the pay to which they are entitled.

5. *Preserving Access to the Legal System*

Focus: The EEOC will focus on employer policies that impede employees' abilities to exercise their rights under various employment statutes. For example, overly broad waivers, releases, and mandatory arbitration provisions; employers' failures to maintain and retain applicant and employee data and records required by EEOC regulations; and retaliatory practices that effectively dissuade others in the workplace from exercising their rights.

Action: Employers should review their current workforce grievance and internal complaint policies, as well as any arbitration agreements. Employers should also reconsider language in their employment agreements regarding waivers or mandatory arbitration provisions. Finally, employers should ensure that their document retention policies are

compliant with current laws.

6. *Preventing Systemic Harassment*

Focus: The EEOC will continue to focus on the most common area of workplace complaints, harassment. In addition to workplace policies and practices that instigate harassment, the EEOC will focus on deterrence measures such as seeking monetary and injunctive relief to prevent future harassment of all communities.

Action: Employers should offer workplace training to educate employees, managers, and supervisors, about appropriate workplace behavior to prevent harassment.

The content of this legal alert is intended for informational purposes only and should not be considered legal advice for a particular situation. Legal advice and actual results depend on a variety of factors unique to each set of circumstances.



Leah M. Stiegler

Associate

540-983-7731

lstiegler@woodsrogers.com

Leah Stiegler is a member of the firm's Labor and Employment and Litigation practice groups. Leah's practice focuses on helping employers comply with federal and state employment laws, defending related employment actions, and working with employers regarding collective bargaining and grievances/arbitration.



King F. Tower

Of Counsel

540-983-7541

ktower@woodsrogers.com

King Tower is a member of Woods Rogers' Labor and Employment practice group. He assists employers with employment law litigation, labor-management relations, and also offers counsel to businesses on employment related matters. Best Lawyers in America named King as the 2017 Roanoke Lawyer of the Year for Employment Law-Management.

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TBD

2016 VaSHHRA Executive Committee

Officers:

| | | |
|------------------|-----------------|---------------------------------|
| President: | Katy Reeves | reevesk@fauquierhealth.org |
| Past President: | Terri Stevens | TEStevens@carilionclinic.org |
| President Elect: | Jeanne Clark | Jeanne.Clark@centrahealth.com |
| Vice President: | Karen Ackerman | Karen.Ackerman@centrahealth.com |
| Treasurer: | Meredith Sawyer | VaSHHRA.Treasurer@gmail.com |
| Secretary: | Vacant | Vacant |

Committee Chairs:

| | | |
|----------------------------|--|---|
| Advocacy: | Lee Byrd | lbyrd@mahova.com |
| By-Laws: | Kim Daniel | kdaniel@hdjn.com |
| Business Partner Liaisons: | Brian Sands | sands@recognitionconcepts.com |
| Chapter Awards: | Terri Stevens | TEStevens@carilionclinic.org |
| Community Outreach: | Cyndi Derricott | cyndi_derricott@bshsi.org |
| Labor /Relations: | Kim Daniel | kdaniel@hdjn.com |
| Legislative: | Kim Daniel | kdaniel@hdjn.com |
| Membership: | Karen Ackerman | karen.ackerman@centrahealth.com |
| Newsletter: | Jeanne Clark Jennifer Moore | jeanne.clark@centrahealth.com jennifer.moore@centrahealth.com |
| Nominating/Succession: | Terri Stevens | TEStevens@carilionclinic.org |
| Program: | Terri Stevens Katy Reeves Jeanne Clark | TEStevens@carilionclinic.org reevesk@fauquierhealth.org Jeanne.Clark@centrahealth.com |
| Scholarship: | Katy Reeves | reevesk@fauquierhealth.org |
| Social Media: | Jennifer Moore | jennifer.moore@centrahealth.com |
| Wage & Salary Survey: | Terri Stevens | TEStevens@carilionclinic.org |
| Website: | Terri Stevens | TEStevens@carilionclinic.org |

Regional Representatives:

| | | |
|-----------------------|--|---|
| Blue Ridge/NOVA: | Meredith Sawyer Debbie Baker Susan Edwards | VaSHHRA.Treasurer@gmail.com dbaker@culpeperhospital.com sedwards@culpeperhospital.com |
| Central VA/Tidewater: | Ann Belvin Carrie Gillard | abelvin@diamondhealth.com cgillard@paraccess.com |
| Roanoke/SW: | Jeanne Clark | Jeanne.Clark@centrahealth.com |