

Spring
2016

FOCUS

From the President

As I celebrate my 10-year anniversary with CHAHRM, I am extremely honored to be serving as the association's new President! Since I became a member, I have served in a few different roles on the Executive Committee, grown tremendously as a HR professional, and have developed some amazing relationships. I greatly appreciate the team who helped kick off this year's Spring Conference that was held in Manitou Springs March 10-11th.

We have had a lot of moving parts with respect to our Executive Committee losing some long-standing, committed members while gaining some new recruits bringing awesome enthusiasm and ideas! Evonne Dunn leaves us after serving many years with the association, and most notably, as our Communications Director. Evonne brought a great deal of passion and organization to this role and I can say with confidence that she will be missed! Marty Hurd also retired from our committee after serving double-digit years managing our Career Strategies program. Marty's contribution to our Executive Committee provided not only opportunities for HR professionals to network and seek out job prospects, but she also brought a ton of business knowledge, resources, and always stepped up to assist with our community charity programs. Thank you, ladies, for everything you did to ensure CHAHRM's success and we all wish you the best of luck in your careers and travels! I welcome Vickie Moore, Brenda Greicar, Barb Lutz and Michelle Pollart as new members of our Executive Committee, joining Jayme McGraw, Greg Thress, Pamela Drake, Christine Velasco, Tanya Rippeth, Gini Adams, and Terry Huskins. I thank you all for your support and look forward to working with you!

For as long as I have been a member of CHAHRM, the Spring Conference has always been held in Manitou Springs, CO. People may wonder why we would pick that location, but those of you who *have* attended, know the answer. It's easy to get to, we have the beautiful mountains surrounding us, and the Cliff House offers comfortable lodging, conference

space and amazing food! If you're a runner or hiker, you have the amazing Garden of Gods nearby, and of course, the very popular Manitou Springs Incline if you're feeling brave enough to climb the 2,000+ stairs (as me and my sidekick, Kate Ruybal, did Friday afternoon after the conference).

Of course, we always try our best to deliver high-quality speakers and topics to our participants. We were very lucky to hear from some amazing speakers, including Dr. John Nicoletti, Dave Uyemura, Esq., the always engaging Chuck Passaglia, Esq., and our keynote speaker, Fabienne Moore from The Advisory Board. A summary of their presentations is included within this newsletter thanks to our members who graciously volunteered to write the articles.

I would like to acknowledge our Business Partners, Woodruff Sawyer & Co. and Affordable Benefit Administrators, Inc. Their support contributed to our ability to hold such a great conference. Please check them out to see if they can assist your organization! I would also like to give a big shoutout to those of you who provided us with items in support of our Toiletries Drive for The Gathering Place in Denver.

To continue to provide members the best value, the Executive Committee has set the following goals for 2016:

ASHHRA/Region 8:
<ol style="list-style-type: none"> 1. Pursue 4-Star Chapter Management Award. 2. Maintain presence at ASHHRA, with at least one member serving on an ASHHRA Committee. 3. Collaborate Chapter activities with other Region 8 Chapters and invite representatives to attend Conferences. 4. Promote ASHHRA benefits to our members.
Business Partners:
<ol style="list-style-type: none"> 1. Raise at least \$15,000 to cover conference expenses. 2. Develop relationships with prospective Business Partners.
Scholarships:
<ol style="list-style-type: none"> 1. Provide at least 2 scholarships – one for Clinical Healthcare and one for Human Resource certification.

Communications:

1. Develop and distribute annually 4 newsletters – Spring, Summer, Fall and Winter.
2. Facilitate surveys for members to gain feedback and best practice information.
3. Maintain CHAHRM website, Facebook, and LinkedIn providing survey results, program and membership details, committee directory, and other information as appropriate to highlight chapter.
4. Promote CHAHRM Conferences to DAHCRA members.
5. Promote conferences and membership to current and prospective members.

Financial:

1. Maintain solid treasury balance.
2. Complete IRS Form 990-N & applicable State of Colorado filings.
3. Use chapter funds to send the President and President-Elect to the ASHHRA Conference.
4. As required, complete financial review with auditor.
5. Provide annual year-to-date Profit & Loss report.

Membership:

1. Increase membership by 5%.
2. Maintain membership diversity with recruitment of non-hospital HR professionals.
3. Maintain updated contact list via Constant Contact.
4. Conduct new member orientation including training on the CHAHRM website and review of membership benefits.

Programs:

1. Offer 3 conferences at different locations.
2. Apply for HRCI credits for each conference.
3. Provide networking opportunities for members and business partners at each conference.
4. Pursue joint conference with another healthcare group and/or ASHHRA chapter.

CHAHRM is one of 34 chapters across the country and has enjoyed a 15-year streak of earning 4-Star Chapter Management Awards. Over the years, several of our Executive Committee members have also been honored by ASHHRA with individual recognition for chapter achievement, officer work, and serving as a HR Visionary Leader, the impressive award earned last year by Greg Thress, Past-President.

On behalf of the Executive Committee, we thank you for your membership and hope to see you at the Summer Conference in Breckenridge, CO June 15-17th!



Sincerely,

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Upcoming Events

Mark your calendars!

June 15 – 17, 2016

CHAHRM Annual Conference

Breckenridge, CO

October 13 & 14, 2016

CHAHRM Fall Conference

Loveland

Watch our website, www.chahrm.org, for details.



Career Strategies

As the Career Strategies Director for CHAHRM, I assist individuals with job searches in the human resource field, within and outside of healthcare, on a confidential basis. I network with a number of recruiters both locally and nationally.

If you have a need, or are aware of available positions, please contact me as soon as possible. All inquiries are kept in strictest confidence. Thank you so much!

[Please check the CHAHRM website to post a position or upload a resume.](#) Using the page to post your positions benefits you and CHAHRM: CHAHRM members receive a 25% discount; and CHAHRM receives 50% of the revenue driven by the job posting activity.



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Scholarship News

Once again, CHAHRM will be awarding at least one scholarship for Allied Health and one to get a HR Certification (PHR/SPHR/CHHR).

The scholarship cycle will open May 23rd and the deadline for submitting applications is September 23rd.



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The CHAHRM Job Board

Your best resource for today's top HR talent

Exclusive Member Discount

CHAHRM Members: \$292
Non-Member: \$389

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Access Job Search Resources

Visit Us Online At
www.chahrm.org



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Look for CHAHRM on Facebook. Visit [CHAHRMonFacebook](#) to join the group.

All the pictures from our recent conferences are posted there.

Is your CHAHRM profile up-to-date? Click [here](#) to make sure we have all your latest information.

Look for CHAHRM on LinkedIn. Visit [CHAHRMonLinkedIn](#) to join the group.

Don't miss out on any CHAHRM emails! Be sure to add chahrm@chahrm.ccsend.com and chahrm@hotmail.com to your safe senders list.

CHAHRM Member News

Send an e-mail to chahrm@hotmail.com to share your news about CHAHRM members getting new jobs, promotions, babies, awards... You name it! We'd love to share your news.

CHAHRM Surveys Update

An attractive benefit of CHAHRM membership is utilization of and access to the association's survey process. Through this process, members can make inquiries to their HR colleagues about day-to-day issues, policies and procedures, and management challenges.

Submit requests to chahrmsurveys@hotmail.com. Survey requests are conveyed to HR professionals in the CHAHRM mailing database. When a response is provided, it comes to the CHAHRM survey email address. The response is then forwarded to the requester, they tally the responses, and send the tallied responses back to the Survey Coordinator for posting on the Survey page of the "Members Only" section of the CHAHRM website.

We realize everyone's schedules are very busy and our recent participation rates with the survey process have proven this to be true. Our response rate has been low and we're looking for ways to increase the number of responses we receive and improve the overall functionality of the survey. If you have any feedback or insight about this process you feel would help us further enhance the survey program, please don't hesitate to share your feedback with me or any other member of the CHAHRM staff.

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Financial Update

End of 2015 Statement/Accounting

Fall Conference Income	
Registration	2,925.00
Sponsorship	3,736.00
Total Fall Conference Income	6,661.00
Interest Income	18.87
Misc income	176.00
Total Income	28,252.87
Gross Profit	38,252.87
Expense	
Constant Contact	270.00
ASHHRA	
Annual Conference	4,736.02
Total ASHHRA	4,736.02
Bank Charge	32.00
Charity	500.00
HRCI Credit Application	600.00
Insurance	2,932.00
Marketing	475.00
Office Supplies	215.29
Paypal Fees	457.17
Printing	656.03
Professional Fees	
Accountant	720.00
Total Professional Fees	720.00
Scholarships	2,000.00
Spring Conference Expense	
Facility Charge - Spring	6,332.97
Speaker Fees - Spring	10,619.65
Total Spring Conference Expense	16,952.62
Summer Conference Expense	
Deposit	1,000.00
Facility Charge - Summer	9,652.31
Speaker Fees - Summer	4,346.14
Total Summer Conference Expense	15,198.45
Fall Conference Expense	
Facility Charge - Fall Conf	3,358.62
Total Fall Conference Expense	3,358.62
Total Expense	49,008.20
Net Income	(10,755.33)

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CHAHRM Meeting Minutes

General Meeting – March 11, 2016

Manitou Springs, Colorado

Mandy called the meeting to order and welcomed everyone.

Mandy called for review of the minutes but there was confusion as to who was printing them out and bringing them, so there weren't minutes from the previous meeting to review and approve.

Treasurer's Report: Greg and Melissa presented the Treasurer's report. They are working on transitioning everything over to Greg, but are having software issues with the computers. Currently we have \$699 in our business checking and \$29,962 in our high yield savings account.

Membership Report: Vickie was unsure of the current membership but believes it is around 80. We are having issues using Constant Contact versus the website to track membership. We are working on getting the information through Constant Contact.

Name tags and ribbons have been revised for this conference. Ribbons have been added to the name tags of Executive Committee members and for new members for easy identification. We are also looking at ordering "fun" ribbons to be added to the name tags similar to how ASHHRA does for their conference. Please feel free to provide Vickie with any feedback.

Career Strategies: Brenda currently has 3 positions at Yampa open she is working on. Please contact Brenda for any future positions you may have open and she will post the opening and send it out to membership.

Communications/Online Services: Jayme asked for volunteers to write articles on the presentations to be included in the newsletter. She also reported that since December the website had been hacked twice. Since then we have moved to a new hosting site and shouldn't have any issues going forward. Jayme reported she is working on transitioning duties over to Barb Lutz.

Scholarships: Michelle reported that the applications for the scholarships will be available at the end of May. The applications will be accepted until the end of September. The committee will then vote at the October meeting and award the scholarships.

Mandy asked about the possibility of adding the CHHR to the HR Certification application and this will be done before announcing the scholarship window in May.

Surveys: Tanya reported we had 42 surveys completed last year. She did ask that if you receive the survey to make sure and provide feedback, even if it is "we don't do this."

When we switched to the new website, the archived surveys were lost. Mandy stated she had many of them and will be sending them over to Jayme/Tanya to be loaded to the new website.

Sponsors/Business Partners: Greg reported we had two committed sponsors for this conference: Woodruff Sawyer and Affordable Benefits Administrators.

Currently, we have \$9,750 from committed sponsors for 2016 conferences.

Greg would like to step down from this position on focus on his Treasurer's duties. Sharon Greenman volunteered to take over the Sponsor/Business Partner role.

New Business: It was reported that the financial audit should be done every other year.

Mandy asked for nominations for ASHHRA awards. Please get with Mandy if you'd like to nominate someone or are willing to write a letter of recommendation.

The meeting was adjourned.

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Are You an ASHHRA Member?



THE HUMAN SIDE OF HEALTHCARE

Your answer to that question should be. "Yes!"
Here's why:

The American Society for Healthcare Human Resources Administration (ASHHRA) of the American Hospital Association (AHA) is the nation's only membership organization exclusively dedicated to meeting the professional needs of human resources leaders in health care. Founded in 1964, ASHHRA represents more than 3,500 human resources professionals across the nation. ASHHRA is governed by a 13-member board of directors, four standing committees, and more than 45 affiliated chapters who are all committed to enhancing the profession and moving forward toward one common goal – excellence in health care human resources.

[Check out all the great things ASHHRA has to offer.](#) Then, [click here](#) to review your ASHHRA membership options and join today!



A REVIEW OF PRESENTATIONS FROM THE SPRING CONFERENCE!

"Detecting and Disrupting Insider and Outsider Perpetrated Violence"

Speaker: Dr. Nicoletti, co-founder of Nicoletti-Flater Associates

Dr. Nicoletti started off by going over the three categories of risk: Proactive Attack Behavior, Reactive Attack Behaviors, and Behaviors that create Social & Psychological Disruption.

He then went over understanding violence and four events. The first was the Pre-Event Threshold. This is when you can prevent an attack. Next is the Event Threshold; when the person gets on your "radar." You then move to Event Horizon or when the person actually attacks. Last, is Post-event Horizon, this is what happens after the attack.

There are several considerations to be made in dealing with an outsider threat. The most significant thing to consider is the amount of time between the event threshold and the event horizon is significantly compressed or may even occur simultaneously.

Dr. Nicoletti then went over some statistics about attacks. The majority (95%) of attackers are men. The main entrance into a building is used 73.7% of the time and 55% of the events are over and done within 20 minutes.

One thing to consider is how vulnerable and what precautions have you taken at your workplace. Dr. Nicoletti can come into a facility and help assess the risk and provide guidance to mitigate the risk as much as possible.

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"Hot Topics in Benefits: ACA Compliance Update"

Speaker: Dave Uyemura, Esq., Woodruff-Sawyer & Company

Dave Uyemura, with Woodruff-Sawyer & Co., presented "Hot Topics in Benefits: ACA Compliance Update". With health benefit plan regulatory guidance being a moving target, it is

important we understand how the laws us. Dave encouraged careful planning and creativity with solutions to navigate rising costs, government taxes and fees.

Dave's session included the implications of recent ACA updates, COBRA and market exchange options, HRA and health FSA updates, same-sex spouses, wellness plans and employee vs. independent contractor topics.

For example, beginning in 2016, "small employer" for purposes of insurance rating is now defined as 100 or fewer employees. This affects how employers determine employee count under Section 4980H (average total full-time equivalents FTEs). Through 2015, states were allowed to define "small group" as 50 or fewer employees, varying by state. Why is this important? If not calculated accurately, an employee could be fined with multiple penalties.

As human resource professionals, we must stay up-to-date and continue to expand our knowledge in the areas that keep us up at night. Laws including ADA, GINA, and HIPAA as well as regulations governed by entities such as IRS and DOL may lead to reaching out to experts in these areas to ensure compliance is met and avoid such penalties.

Fortunately, we have our peers with CHAHRM to reach out to for support, ideas and referrals when needed.

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"Leading Amidst Uncertainty"

**Speaker: Fabienne Moore, Senior Director,
The Advisory Board**

The prevailing problem of our time by health care executives and physicians is uncertainty. There is so much uncertainty in healthcare. We are not alone – the issues are very similar across the nation. We have a new term to describe this uncertainty called VUCA - when there is volatility, uncertainty, complexity, and ambiguity. Healthcare is starting to use this term as the current state. A bit scary, since this

is a military term that began to be used during the cold war. One example is the engagement of employees with the shift to value, a focus on the balance sheet and running an effective business given the reimbursement models.

Fabienne challenged us to consider fresh ideas of how to think about the challenges and ask better questions.

She asked, "what if it isn't about the uncertainty but rather about our relationship with uncertainty"? In some historical business cases (digital, blockbuster, borders), we wonder if it was the way or how the leaders thought about their businesses. Bad news is that humans are hardwired to predict based on past experience. We predict without even meaning to – "oh, I see a pattern" and then I predict accordingly. So prediction is in itself not bad – it is when we protect without critical thinking that maybe unhelpful. We may rush to an answer because we are uncomfortable with ambiguity. Holding on to the known: When people believe they are certain, they 1) stop searching, 2) discriminate against data and 3) we willingly wager on our odds of being correct and create a belief that hardens into conviction.

There is an alternative narrative. What if you utilize uncertainty as a tool to increase information sharing, better the relationship (create white space for inquiry) and potentially allow for a better decision. There is research that shows when organizations embrace uncertainty, they found employees were more satisfied with their job, more committed to their organization, had better alignment and were less cynical about the organization.

The reality, lead our organization into the future but also manage our organizations today. Simply keeping the ship afloat sometimes takes most of our energy.

Begin with the personal relationship with uncertainty:

Leadership is hard – at the very least challenging. You are the one that the team looks to move forward. It is therefore important to understand your balance between momentum and resistance. Understanding you hardwired to flight, flee or freeze may be helpful to understand your balance between momentum

and resistance. The key is to understand when you need to flight, when you need to flee and when you need to freeze regardless of your tendency. When faced with a situation, the first action item to take to a more thoughtful response is to breathe or do what you need to do to create a pause. A normal waive of emotion will last 90 seconds at the molecular level thus, breathing for that long should allow you to get to the other side and thoughtfully react.

Engendering Team Commitment:

We are severely burned out workplace. According to a survey published in the January 15th, 2013 Nursing Times, nurses reported a higher stress scale than combat troops. 87% of physicians report that they are moderately to severely stressed in a survey from Cejka Search in November of 2011. Some companies have begun using CODE Lavendar – that allows the employee to recharge via a healthy snack, counseling, massage, etc...

The research has further correlated the stress in healthcare to the grieving cycle as a response to healthcare employees grieving over the loss of the past. The challenge with this is we would like our employees to not only accept the new normal but be engaged in resolving the ongoing dialog around uncertainty. One idea is to utilize the trend of gamification – think United Airline’s frequent flyer miles programs. The basic tenets of gamification include defining the goal, designing a set a meaningful interactions, incentivize continuous play with mile markets and make it fun and exciting. Fabienne gave the group a great example of a declining health care system in the UK who used a version of shark tank where employees would present ideas to the executive team, the executives would vie to be a sponsor of the ideas that “won” and as a result, the system had immediate turnaround.

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“Back to the Future – The Evolution of Workplace Protections: An Employment Law Update”

Speaker: Chuck T. Passaglia, Esq., Employment Law Solutions, Inc.

The final speaker of the Spring Conference was Chuck Passaglia from Employment Law Solutions, Inc. Chuck focused his presentation on the current “hottest workplace issues” ranging from marijuana and LGBT rights to retaliation and the FLSA.

To begin, he reviewed the prior year’s statistics on EEOC discrimination charges noting that retaliation claims continue to increase from year to year, with 2015 having the highest percentage ever. To reduce risk, he suggested we encourage workplace civility, or as he called it, “old school kindness.” Chuck also reviewed the EEOC’s new position statement rule which effectively makes the process more difficult for employers to defend themselves because the charging party can now request the employer’s position statement. The charging party’s response however will not be provided to the respondent.

Next, he reviewed other areas of the EEOC General Counsel’s priorities focusing on the use of background screenings in the hiring process. There is a current movement by some to “ban-the-box” claiming this process is discriminatory. As it stands now, employers can still do background checks but Chuck emphasized that it must be job related.

He also reviewed other recent EEOC cases pointing out a few more key takeaways:

- Under the ADA, employers must engage in respectful dialog with current or potential employees around *known* or *obvious* conditions – employers will not be able to claim they didn’t know of the need for an accommodation;
- If an employee asserts that they cannot perform a task, it’s “not illegal to ask why;”
- Pregnant employees should be treated the same as any other employee with a short term medical condition;

- Same-sex marriage is a right and benefits offered to traditional marriages should be extended to same-sex couples as well;
- The EEOC has ruled that discrimination based on “sexual orientation” can be brought under Title VII as a form of gender discrimination.

Chuck also addressed the issue of workplace violence in his presentation. He noted several key things for employers to consider including background checks, policies that address specific behaviors, a solid conflict/problem resolution process, physical safeguards, zero tolerance, and last but certainly not least, staff training for responding to aggressors. He also suggested organizations have a threat/violence assessment team in place.

In response to the DOL’s proposal to increase the threshold for “white collar” exemptions under FLSA, Chuck reminded the group of the current requirements and the impact the proposed changes would have. He also noted additional changes are likely to follow (i.e. a change to the duties test). He emphasized the importance of supervisors knowing wage and hour law. He advised that our policies are only as good as the supervisors who enforce those policies.

In wrapping up the session, Chuck reminded us that the use of medical marijuana, even off duty, is not a “lawful” act and he encouraged incorporating E-Cigarettes into our smoking policies. He reminded us that “most workers are employees under the FLSA’s broad definitions” and emphasized the importance of establishing whether the worker is “economically dependent”



on the business when determining employee vs. contractor status.

Chuck’s final suggestion to the group was to consider student debt repayment as a potential benefit. While this is still a relatively uncommon benefit, multiple surveys suggest that these programs are highly desirable to workers. He named several companies who are implementing various forms of loan repayment benefits.

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CHAHRM Toiletries Drive

At the Spring Conference CHAHRM members donated toiletry items that were given to the Gathering Place in Denver.

Many thanks to our sponsors/exhibitors!

