

FOCUS

From the President

"Felt spoiled" was one of many comments given by a participant who attended our Summer Conference this past month in Breckenridge. For those of you who also attended this year (or have in previous years), I'm sure you can relate to this comment. For me personally, after so many years of visiting the Mountain Thunder Lodge in Breckenridge, it feels like coming to a summer home. Not only did we have great accommodations as usual, the conference overall was a great success!

I want to give a big THANK YOU to our Business Partners – Oxford Immunotec, WageWatch, Valic, Fidelity, Background Information Services, Inc., and Davis HR Solutions. Without you, we could not hold our conferences in locations that spoil us and provide participants to hear from such skilled and high-quality speakers.

The CHAHRM Executive Committee works very hard year-long to identify speakers and HR topics in support of our mission to hold quality conferences. However, with participation waning over the years, discussion has occurred with the Committee as to whether we should reduce the number of conferences provided, mix up the location; tie in some fun activity or entertainment, etc. Speaking of changes, we will be holding our Fall Conference for the first time in Loveland, CO October 13th and 14th. We would love to hear from all of you as to your preferences and/or changes that may help you attend the Fall Conference, as well as future events. Please feel free to email me directly with any ideas or feedback!

ASHHRA's 52nd Annual Conference & Exposition will be held September 24-27th in Grapevine, TX. ASHHRA has a Chapter Management Awards Program that is designed to assist chapter leaders in the efficient and effective management of their Chapters. The program is intended to serve as a resource guide and to highlight some of the activities that are trademarks of successful chapters.

CHAHRM is one of ASHHRA's premier chapters. CHAHRM has received ASHHRA's highest honor, the 4-Star Award, for the past 16 years! ASHHRA also recognizes chapter officers and members by nomination for awards such as: HR Visionary Leader, Outstanding Chapter Officer, Outstanding Chapter Achievement, National Mentorship, and the Gary Willis Leadership Award. Several of our Chapter's leaders have been nominated over the years and have honored with shiny plaques acknowledging them for their contribution and efforts. We anticipate another 4-Star Chapter Award this year, as well as more awards to be given to our chapter's leadership. If you are not familiar with ASHHRA, please reach out to any member of our Executive Committee for more information.

I hope everyone had a great 4th of July and look forward to seeing you in Loveland!

Sincerely,



Mandy L. Crockett, SPHR
2016/2017 CHAHRM
President
Director of Human Resources
San Luis Valley Health
mandy.crockett@slvrhc.org
(719) 587-1462

Upcoming Events

Mark your calendars!

October 13 & 14, 2016

Fall Conference

Loveland, CO

March 2 & 3, 2017

Spring Conference

Manitou Springs, CO

June 21-23, 2017

Summer Conference

Breckenridge, CO

Watch your email for Save the Dates and Invites and information is always available on our website at www.chahrm.org.



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.



Brenda Greicar
CHAHRM Career Strategies
Director
Vice President, Employee
Benefits
Woodruff-Sawyer and Company
bgreicar@wsandco.com
(720) 593-5408

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 is open and the deadline for submitting applications is September 23rd.

You can access the scholarship application at www.chahrm.org.



Michelle Pollart
CHAHRM Scholarship Chair
Human Resource Manager
Prowers Medical Center

michelle.pollart@prowersmedical.com
(719) 336-7119

The CHAHRM Job Board

Your best resource for today's top HR talent

Exclusive Member Discount

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

Search For Jobs

Post Your Open Jobs

Create A Resume Online

Access Job Search Resources

Visit Us Online At
www.chahrm.org



Proudly Powered By
Jobing.com

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.

Tanya Rippeth
CHAHRM Surveys Coordinator
Director of Human Resources
Vail Valley Medical Center
tanya.rippeth@vvmc.com
970.479.5080 | 970.471.3893

Financial Update

STATEMENT OF ACTIVITY January 1 - June 28, 2016	
Revenue	
Discounts given	-310.23
Fall Conference Income	
Registration	425.00
Sponsorship	5,000.00
Total Fall Conference Income	5,425.00
Membership Dues	3,045.00
Sales	85.00
Spring Conference	
Registration	5,265.00
Sponsorships	1,400.00
Total Spring Conference	6,665.00
Summer Conference Income	
Registration	6,481.00
Sponsorship	9,500.00
Total Summer Conference	15,981.00
Income	15,981.00
Total Revenue	\$30,890.77
Gross Profit	\$30,890.77
Expenditures	
2011 Spring Conference	
Facility Charge	5,449.10
Speaker Fees and Expenses	200.00
Total 2011 Spring Conference	5,649.10
ASHHRA	
Annual Conference	1,030.81
Total ASHHRA	1,030.81
Constant Contact	26.40
Fall Conference Expense	
Facility Charge - Fall Conf	675.00
Total Fall Conference Expense	675.00
HRCI Credit Application	300.00
Intuit Quicken Books	32.38
Intuit Quicken Booksint	16.19
Paypal Fees	24.30
Printing	330.66
Spring Conference Expense	
Speaker Fees - Spring Conf	200.00
Total Spring Conference Expense	200.00
Total Expenditures	\$8,284.84
Net Revenue	\$22,605.93

Greg Thress, SPHR, CCP, CBP
Director Human Resources Operations
Denver Health and Hospital Authority
Greg.Thress@DHHA.org
(303) 602-7001



CHAHRM Meeting Minutes

General Meeting – June 16, 2016

Breckenridge, Colorado

Mandy called the meeting to order and welcomed everyone at 9:30am.

Mandy called a motion to have the 3/11/16 minutes approved. Motion moved by Pam Drake. Seconded by Jayme McGraw.

Treasurer's Report: Greg reported we currently have \$26k in the account, \$8k in expenses, and \$47k in both bank accounts.

Membership Report: Vickie Moore reported 11 new members since the spring conference, will be getting information out to all new members about how to get to the Members section of the CHAHRM website, asked all members to be sure to let her know if they had a title change. Mandy discussed the ribbons were an ASHRA idea. Will try to get fun ribbons a well. Greg reminded us that we are an affiliate of ASHRA and we need more ASHRA members in CHAHRM. Also discussed the CHAHRM 4 star status 15 years in a role. ASHRA Annual Conference is Sept 2-27 in Grapevine TX. Best to use the Dallas/Fort Worth Airport.

Career Strategies: Brenda currently has 2 candidates who are looking, 5 HR openings in Healthcare, 3 non-healthcare HR openings.

Communications/Online Services: Jayme McGraw stated we need people to write articles for the newsletter from the presentations this conference. Articles are due to her Friday, June 24th. Executive committee members volunteered. Sharon Greenman reminded us to take pictures of the conference and fun times we are having in Breckenridge. Mandy agreed this is good to show on our Facebook page. Send pictures to Jayme McGraw or Mandy.

Scholarships: Jayme reported an email went out recently with the application. Applications are due by Sept 23rd. Mandy mentioned ASHRA has scholarships as well.

Surveys: Mandy reminded everyone to put in a survey. It was discussed for the new members how to request a survey, who compiles the survey and how to find the results. Also can look at old survey. Mandy reminded everyone we must be consciences of following the law. No salary requests.

Sponsors/Business Partners: Sharon Greenman reported we exceeded this year's goal by \$2k. Goal is \$15k, have \$17k. Already have 5 sponsors for the Fall Conference.

Old Business: No old business.

New Business: Mandy mentioned attendance at all conferences is a concern. But particularly at the Breckenridge conference. We have looked at changing up the times and dates. In the past it was decided to keep 3 conferences each year. Felt the low attendance was a reflection of busy personal and professional lives. Fall 2016 conference is Oct 13-14th at Embassy Suites in Loveland. Spring 2017 is March 2-3rd in Manitou Springs at the Cliff House. Summer 2017 is June 21-23rd in Breckenridge - with a start at 10am to give opportunity for travel on Thursday AM rather than the additional expense for some on Wed night. Discussed Fall 2017 conference will be in Pueblo, dates are not set yet. Want to see when the rural hospital annual meeting is.

The meeting was adjourned at 10:18am.

**Submitted by Vickie Moore for
Christie Velasco**
*CHAHRM Secretary
Employee Relations Manager
Parkview Medical Center
cnv@parkviewmcc.com
(719) 584-4560*



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 SUMMER CONFERENCE!

Best Practices and Legal Roundtable Discussion

Speaker: Leslie Miller, Esq.

In 2012, a survey revealed that 64% of employees visited non-work related websites every day at work. Of these 64%, 39% spent one hour or less a week on social media, 29% spent 2 hours on social media, and 21% said they spent more than 5 hours a week on social media. The most common website used at work were Facebook, LinkedIn and Amazon according 2012 data from www.forbes.com.

Some of the reasons employees were online included not feeling challenged, work too many hours, no incentives to work harder, unsatisfied with their job, bored, and short breaks help with productivity.

Under Colorado Statute C.R.S 8-2-127, an employer cannot suggest, request or require that an employee or applicant disclose any user name or password to a personal account or personal device. An employer cannot discharge, discipline, penalize or threaten to discharge, discipline or penalize an employee for not providing the user name or password. However, an employer may 1) investigate to ensure compliance with securities, financial, or regulatory requirements based upon the receipt of information to a personal website, 2) investigating an employee's electronic communications regarding unauthorized usage of an employer's proprietary information or financial data, 3) enforcing existing personnel policies, and 4) confidential information.

When investigating an employee you can investigate any public information on a social media site, but you cannot create an alias in order to spy on your employees. You can hire a third party vendor to obtain all the metadata of a public posting, but you cannot force an employee to provide information to their own private site. You can send an invitation to be a

part of the employee's network (as long as it is you), but you cannot retaliate against an employee for making an unfavorable comment.

The National Labor Relations Board (NLRB) has taken it upon itself to police employer social media policies to protect an employee's right to engage in protected activities. The following are a couple examples were discussed by conference attendees.

Example 1: An employee posts on his Facebook account that her supervisor is a scumbag loser and that she hates him. Other employees join in and add negative comments. The employee was terminated. Here are the findings from NLRB: the employee didn't interrupt work because the comments occurred outside of working hours. Name calling was not accompanied by a verbal or physical threat and the employee's postings were provoked by the supervisor. The conclusion of this case was that the employee's conduct was protected and the company's handbook that prohibited employees from making disparaging comments when disparaging the company or supervisors or coworkers is unlawful.

Example 2: A luxury automobile dealer held a sales event. The employee criticized the event for the inexpensive food and beverages on Facebook. He was told to take the comments down and was terminated. The findings of the case include that employee engaged in a concerted activity that clearly was related to his job. The employer telling the employee to take down the postings was a violation of a protected activity.

Example 3: An employer encouraged employees to open Twitter accounts to get news stories out to the public. An employee opened his own Twitter account and controlled his content. The employee tweeted concerns about sports department headlines. He also tweeted about homicides and a local t.v. station. The employee was suspended and terminated. And the decision . . . The employee was properly terminated because his Twitter postings did not involve any concerted activity and his postings did not relate to the terms or conditions of his employment or seek to involve other employees in issues related to employment.

Leslie presented a few handbook policies that were not acceptable and then provided the following handbook provision that is acceptable:

- The Company understands that social media can be a fun and rewarding way to share your life and opinions with family, friends and co-workers. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist you in making responsible decisions about your use of social media, we have established these guidelines for appropriate use of social media.

- In the rapidly expanding world of electronic communication, social media can mean many things. Social Media includes all means of communicating or posting information or content of any sort on the Internet, including to your own or some else's web log or blog, journal or diary, personal web site, social networking or affinity web site, web bulletin board or a chat room, whether or not associated or affiliated with the Company, as well as any other form of electronic communication.

- Ultimately you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance, the performance of fellow associates or otherwise adversely affects management, customers, people who on behalf of the Company or the Company's legitimate business interests may result in disciplinary action up to and including termination.

Greg Thress, SPHR, CCP, CBP
Director Human Resources Operations
Denver Health and Hospital Authority
Greg.Thress@DHHA.org
(303) 602-7001

"Work Life Balance – Our Daily Struggle"
Speaker: Dr. Betty Vanek

Dr. Betty Vanek provided the group with several tips on how to create a work life balance. The first was a tip on reducing stress: breathe in through your nose for 5 counts, breathe out through your mouth for 7 counts. Repeat 4 times.

The next tip was to use SILENCE as a negotiation tool. Allow a brief pause before providing feedback.

To combat complainers, you should have them come back to you with two possible solutions if they have a problem.

One of the most important tips is to make YOU the priority! Structure your day! Don't let other people sway you into giving up your "me" time. For example, say "let me check my schedule. I'm not available at X time, but I am available at Y time." Or, if you like to exercise in the morning before work, schedule it on your calendar and don't let others double book you.

You should also think corrective thoughts. Be grateful (keep a journal of daily events that you are grateful for). Also say positive affirmations. Create your "I am" statement. Say it ten times, 3 times a day for 30 days. For example: I am happy, or I am healthy, or I am confident, etc...

Dr. Betty provided tips on how to combat negative thoughts. Place a rubber band around your wrist. Any time you say or think something negative about yourself (or another person), "Snap-it" and say to yourself, "Stop it first name/middle name!". Take the rubber band off and say something positive about yourself and then place the rubber band on your other wrist.

The last tip Dr. Betty provided was to use colored dot stickers. For example, place a dot on your TV remote to remind yourself to walk the dog before you veg in front of the TV. Or, place a dot on a large water glass next to your coffee maker to remind you to drink a tall glass of water before you have your morning coffee

Brenda Greicar
Vice President, Employee Benefits
Woodruff-Sawyer and Company
bgreicar@wsandco.com
(720) 593-5408



"The Fine Art of Small Talk" Keynote Speaker: Debra Fine

Bestselling author, keynote speaker and trainer, Debra Fine, began her career as an engineer, an occupation that allowed her to maintain her natural shyness and avoid situations that required social and personal interactions. Having the courage to overcome her shyness, she is now a long term member of the National Speakers Association and trains audiences throughout the world. Her bestselling first book *The Fine Art of Small Talk* was joined by her second in the Fine Art series: *The Fine Art of the Big Talk* along with her recently released: *Beyond Texting: The fine Art of Face to Face Communication for Teenagers*.

Debra's presentation was an engaging mix of humor and practical tips in the fine art of small talk. She shared how to: start a conversation, even you have nothing to say, avoid awkward silences, adopt listening skills that will make you a better communicator, exit interactions gracefully and turn every conversation into an opportunity for success!

We discussed the keys to effective leadership, including making others feel comfortable, exhibiting an approachable, not arrogant demeanor. Debra emphasized we should:

- Give the gift of our name by introducing ourselves first,
- Request a person's name if it does not come to mind immediately,
- Use names and use them correctly in conversation,
- Break the ice with questions such as, "Bring me up to date on.....",
- Dig in deeper in a conversation with the use of follow up questions.,

- Use good listening skills, looking at the person with whom you are speaking and expressing visual interest,
- Always employ a graceful exit strategy.

Improving conversation skills, using tools learned from Debra, will assist all of us in our everyday lives, business and personal relationships, as well as workplace rapport. This was a dynamic presentation!

Pamela Drake

*Director of Healthcare Unemployment Services
Employers Edge
pdrake@employersedge.com
(720) 961-5448*

“Legislative Update”

Speaker: Gail Finley, CHA

2016: A Session of Missed Opportunities

Legislative Leadership for the 2016 legislative session had several top priorities – none of which passed, all “killed” somewhere along the line. There were 686 bills introduced and 320 of them passed. CHA worked on 108 bills (some passed others died). CHA’s top priorities were to make changes to what is called the Hospital Provider Fee (HPF); mitigating against cuts to provider reimbursement levels for Medicaid; interim steps regarding the many problems we have with management of patients placed on mental health holds (commonly referred to as 27-65 holds) due to the lack of resources across the state to meet these patient’s needs; followed by out-of-network transparency, free-standing ED transparency, community paramedicine and efforts to make Colorado part of an interstate medical licensure compact.

The HPF is a fee paid by hospitals to the state Medicaid program which is used to obtain matching federal funds that are then used for two main purposes. The first is to increase reimbursement for Medicaid clients cared for by hospitals. The second use has been to increase access to care for Coloradans by expanding the eligibility criteria for Medicaid, commonly referred to as “expanding Medicaid.” CHA, in partnership with other representatives from many major business groups in Colorado created one of the largest coalitions ever built around a shared legislative proposal. The

purpose of making legislative change to the HPF was to move the fee into an “Enterprise” status which would remove it from the state budget and create more room in the budget for other purposes – primarily education and roads.

Current statutory requirements for the care of patients placed on 72-hour mental health holds only allows patients to be taken to facilities designated to provide the required evaluation and treatment. If a designated facility is not available under the current statute the only other place to take them is jail. The proposed legislation would have created transparency around how these patients have been taken care of for many years by allowing these patients to be taken to the closest hospital ED should a designated facility not be available. It would have also required the collection of data on these patients to create a complete picture of the resource needs of this population of patients. The Governor vetoed this bill.

Human resource oriented legislation which passed includes HB16-1114 Employment Verification Law which repealed the state requirement to complete and keep state affirmation forms and maintain the documentation used to complete them in addition to the federal I-9 employment verification requirements after August 10, 2016. For new employees hired on or after that date you only need to complete the federal I-9 employment requirements. Additionally, there are new requirements created by HB16-1438 for reasonable accommodations for pregnant job applicants and current employees. These may include more frequent or longer break periods, modifications of equipment or seating, temporary reassignments or modified work schedules.

Although, recommendations from the Sunset review of the Surgical Technicians registration requirements were initially proposed, HB16-1160 ultimately retained the registration requirement and added requirements for the applicants to undergo state and federal fingerprint based background checks and for employers that require a drug test prior to employment to report to DORA any confirmed positive results for a controlled substance not subject to a valid prescription.

HB16-1432 allows both former and current employees access to their personnel files. Former employees may only make one inspection of their file after termination of employment. Current employees can inspect and obtain a copy of their files. The bill excludes employee access to records required by federal or state law to be kept in a separate file; confidential reports from prior employers; records relating to active disciplinary investigation internally, by a regulatory agency or a criminal investigation; and finally, any information that identifies any person who made a confidential accusation against the employee.

For those of you who employ Paramedics, SB16-069 passed this year, finally. The bill has three distinct parts to it with different implementation dates. First it creates an endorsement for paramedics to obtain for community paramedicine similar to critical care endorsement. It then creates two programs which can be provided by several different business entities to include hospitals that may use community paramedics in these programs. The first one is the CARES (Community Assistance Referral and Education Services) program that currently is consistent with the non-medical assistance (referral and education) program offered by Colorado Spring Fire Department using their paramedics – this is a non-licensed program. The second program is the Community Integrated Health Care Services Agency, which is to be a program required to be licensed by CDPHE. This program can provide some medical care within the program and may use paramedics – either within their current scope of care or as provided by the community paramedic endorsement. Regulations for community paramedic endorsement and the Community Integrated Health Care Service Agency must be in place by January 2018.

Further inquiries about these or other legislative initiatives can be sent to Gail Finley at gail.finley@cha.com or calling her at 303.619.0934.

Gail Finley

*Vice President, Rural Health and Hospitals
Colorado Hospital Association*
gail.finley@cha.com
(720) 330.6011

“Five Wage & Hour Sins Leading to Litigation or Audits”

Speaker: Todd Fredrickson, Attorney, Fisher & Phillips LLP

Todd Fredrickson has spoken at many CHAHRM conferences and has always brought a humorous approach in his presentations. He strives to make sure as HR professionals we are aware of what is new in the world of HR law. Todd stated the age-old expression that an ounce of prevention is worth a pound of cure. There are five wage and hour “sins” we want to avoid. These five sins are hot on the Department of Labor’s radar. Being aware and prepared will keep us out of hot water. The five sins are:

Sin #1: Misclassifying employees as exempt

Beginning December 1, 2016 all employers must pay their exempt employees a minimum salary of \$913/week. The current minimum salary is \$455/week. So it will double. Employers are advised to plan now on how they will handle this change. Employers can either increase an employee’s wage to the minimum or move them to a non-exempt classification. The duties test did not change.

Sin #2: Failure to account for all hours worked

The biggest violation is “off the clock work”. Todd advised us to make sure everyone (leadership, managers, supervisors, and staff) in our organizations knows we CAN NOT have employees working and not getting paid for that worked time. Todd gave an example of walking through the breakroom when an employee is on lunch break. A manager cannot ask the employee to do work while on their lunch break or discuss what work to do after their lunch break while the employee is on break. Doing so would make that time compensatory. Todd stated “duty free means duty free”.

Sin #3: Failure to properly pay for all overtime

We must know our Federal and State requirements. For instance, the State of Colorado requires in the healthcare industry not only is an employee to be paid overtime when they work more than 40 hours in a work week, but to be paid overtime if they work more than 12 hours in a work day. Todd stated the regular

rate is not necessarily the hourly rate. A regular rate may include the hourly rate, commissions, nondiscretionary bonuses, and other incentive pay.

Sin #4: Recordkeeping errors

Having accurate records is a must. Todd advises an employee signs an *acknowledgement of time record approval* form for every pay period. This acknowledgement is particularly important if a manager makes an edit in the record of time worked.

Sin #5(a): Failure to self-audit and #5(b) Being unprepared for a UDSOL audit

Todd believes the Department of Labor will increase their audits. Even though an employer normally receives a Notice of Audit Letter, it is prudent we are prepared by conducting self-audits and being ready when and if you receive such a notice. Todd stated during the audit it is best to cooperate but realize we do not need to open the doors for them to randomly review all

and any records. Ask them specifically what they want, question them as to the need, and only give them those records. Where you place the auditor in your organization also is important. Place them in a private office where you can oversee them easily. Don't give them access to randomly review other documents or randomly take a "walk about". At the end of the audit, the employer has the right to challenge the DOL's determination. It is advised to have legal counsel assist from beginning to end.

As always, Todd delivered as promised. Good information with light-hearted humor. Thank you again, Todd.

Vickie Moore

Director of Human Resources
Orthopaedic & Spine Center of the Rockies
vmoores@orthohealth.com
(970) 419-7007

Many thanks to our sponsors/exhibitors!



WE KNOW RETIREMENT.™

