



2023 People in Healthcare Summit

September 26 – 27, 2023 | The Whitehall Houston Hotel – Houston, TX

*HR in the Recovery Room:
Facing Ongoing Workforce Challenges Post Pandemic*

HRO TODAY

2023 PEOPLE IN HEALTHCARE SUMMIT

Healthcare providers face daunting human resources challenges. Even before the COVID-19 pandemic overwhelmed the sector, hospitals, clinics, medical practices, and other providers struggled with doctor and nurse shortages, declining employee retention rates, employee burnout, and steadily rising labor costs. If not fixed, these challenges can put patients' health and even lives at risk, as well as the emotional well-being of employees and the financial integrity of healthcare systems.

HR professionals can help champion the strategic value of talent and create strategies that cultivate and care for talent in a more effective and comprehensive way, aligned with where the organization's strategy plans to move. An HR department disconnected from broader business strategy is no longer viable in today's highly competitive healthcare industry. Critical HR issues often involve multiple stakeholders across other areas and HR professionals are called to collaborate with these stakeholders to ensure all interests are considered in critical policies.

The healthcare industry faces unique challenges. A successful HR practitioner understands these challenges and looks for ways to overcome them. While health care human resource managers share many responsibilities with their counterparts in other sectors, they also address industry-specific issues: The role of human resources in healthcare calls for a specific skillset. The ability to communicate effectively, manage complex operations, think strategically, and make evidence-based decisions is critical for leaders in healthcare human resources management roles.

The **12th Annual People in Healthcare Summit** is a unique learning and networking space where HR, recruiting and other practitioners engaged in workforce management come together to discuss their strategies to hire and retain talent while addressing external changes. The event will also feature our **Front of the Front-Line Dinner and Award Gala** where we will recognize the work of HR leaders caring for those who deliver care.



Session topics include:

- The role of diversity and inclusion in effective care
- Managing increasing worker demands and unionization
- Employee engagement and its impact on the patient outcomes
- Employer branding and managing the candidate experience
- Executing a comprehensive retention strategy to minimize turnover
- Creating an organizational culture that supports change
- Attracting and engaging nurses
- Promoting employee wellbeing and fighting burnout
- Managing contingent workers





Lori Knowles

Chief Human Resources Officer
Memorial Hermann



Laurie Colasanti

Chief Human Resources Officer
onehome



Cara Williams

Chief Human Resources Officer
Cottage Health



Kimberly Fulcher

Chief Human Resources Officer
Halifax Health



Tonya Hampton

Chief People & Culture Officer
Hennepin Healthcare



Rosa Colon-Kolacko,

Chief DE&I Officer
Tufts Medicine



Leah Silver

Chief Human Resources Officer
Carepath RX



Cathy Fraser

Chief People Officer
WelbeHealth



Thomas Nesteruk

SVP HR Shared Services
AdventHealth





Creslyn Foster

Chief Human Resources Officer
Spindletop Center



Carlos Fernandez

Director Talent Acquisition
Houston Methodist



Karyl James

Chief Nursing Officer
Mercy



Amanda Cresswell

*System Vice President Nursing Professional
Development Magnet & Research*
Geisinger



Kimberly Galaviz

Chief Nursing Officer
Benchmark Human Services



Gary Norris

Vice President Client Services
Sevenstep



Janie Petrosino

Partner Talent Transformation
IBM



Mark Smith

*Group Vice President of Workforce Insights,
Optimization and Staffing,*
Providence



Main Conference Day One | September 26, 2023

9:00 am CHRO Panel: Rising to the Challenge – The Evolution of Healthcare HR

Panelists:

Kimberly Fulcher, Chief Human Resources Officer, Halifax Health

Cara Williams, Chief Human Resources Officer, Cottage Health

In the past, HR was largely considered part of an organization's administrative wing. However, HR's role has evolved over the years, expanding to encompass a wide variety of critical processes. The COVID-19 pandemic served as a catalyst for even more substantial changes in the healthcare HR field. Today, HR has rose to become the conscience and heartbeat that holds the healthcare industry together. HR's ability to hire and train the right people, manage variable shifts and pay schedules, understand regulatory and legal compliance, and improve patient satisfaction make the department invaluable. Join our panel as they discuss the complexities faced by HR leaders in healthcare.

Key Topics Covered

- How has the HR function in healthcare been elevated since the pandemic?
- How can you become an employer of choice and attract high demand talent?
- The role of HR in maintaining patient satisfaction
- How can HR leaders prepare for and embrace future change?

9:45 am Innovation - Table-Stakes for Tackling the New Workforce Reality in Healthcare

Speakers:

Mark Smith, Group Vice President of Workforce Insights, Optimization and Staffing, Providence

Janie Petrosino, Partner Talent Transformation, IBM

Providence is one of the largest not-for-profit healthcare systems in the United States. Innovation is critical for them to meet the talent needs of its 117,000 caregivers. Join Mark Smith of Providence and Janie Petrosino of IBM for a fireside chat sharing examples of Providence's approach to optimizing its recruitment model, leveraging technology to provide insights, managing workforce demands, and driving a great experience for its candidate and caregiver population.

Key Areas Discussed:

- Implementing an optimal recruitment model to support hiring managers and candidates
- Developing a system to support predictive workforce scheduling for nursing staff
- Approaches to managing a clinical gig and contingent workforce
- Predictions

10:15 am Break



Main Conference Day One | September 26, 2023

10:45 am Leveraging Healthy Teams to Achieve Your Goals

Speaker: Cathy Fraser, Chief People Officer, WelbeHealth

Cathy Fraser (she/her/hers), the Chief People Officer of WelbeHealth, will share Welbe's commitment to healthy teams and the resulting positive impact on culture and performance. There's no debate that teams are the way of contemporary work. More challenging is the question of how to form and sustain such teams? At Welbe, the healthy team program was first embraced by the senior team, then rolled out throughout the organization with intentionality and discipline to healthy team behaviors. This includes continuous reflection on the five elements of a healthy team, time for quarterly feedback, and clear purpose in our meetings. Most recently we've introduced agile into our teams; putting iterative problem solving and design into our healthy team tool kit. How can you adopt these team practices that will start your own journey? With courage, community and commitment!

Learning Objectives:

- Business case for healthy teams for growth, turnaround, and change situations
- Elements of a healthy team toolkit that work in healthcare
- Tips for adoption of healthy team at your organization, starting with the senior team

11:15 am Thought Leadership by



Main Conference Day One | September 26, 2023

11:45 am HR Shared Services - A Case Study on Effectively Leveraging the Shared Services Model Through the Most Challenging of Times

Speaker: Thomas Nesteruk, Senior Vice President HR Shared Services, AdventHealth

Whether you lead HR Shared Services, are looking to integrate HR into a shared services model, or operate as a business partner, you will be able to gain valuable insights in this session. Learn how one of the largest, not for-profit healthcare systems in the nation overcame various issues during the COVID pandemic, including the war on talent and labor shortages to support the operations and service patients.

- Gain a good understanding of the opportunities, challenges, and considerations for establishing and evolving HRSS and how to flex the model and adapt to business conditions
- Learn to articulate how HR shared services can deliver value beyond consolidation and cost reduction – leveraging data to tell the story
- Position HR for success by being agile and in alignment with the business
- Adding value through being a strategic HR Business Partner
- Gain insights through discussing a real-world case study from an HR perspective

You'll walk away from this session with a firm grasp of the HR Shared Service landscape, and practical learnings to bring back and apply in your organization.

12:15 pm Lunch

1:15 pm Thought Leadership by



Main Conference Day One | September 26, 2023

1:45 pm Well Together - Memorial Hermann's Human Capital Strategy

Speaker: Lori Knowles, Chief Human Resources Officer, Memorial Hermann

Long-standing labor challenges of employee burnout and staff turnover have steadily grown even as the COVID-19 pandemic has eased its burden on hospital systems nationwide. Then came the trending labor issues of the great resignation, remote work, quiet quitting and other external factors impacting workforces. Additionally, 2021 saw the steepest decline in registered nurses in four decades. To address these workforce challenges, Memorial Hermann has taken an intentional strategic approach through its Human Capital Strategy. This strategy, called Well Together, is based on three pillars: culture, best in talent and employee experience. Based on an intentional total systems approach, Memorial Hermann is building a culture that advances health and personalizes care. The system's talent framework lays out a plan to infuse, develop and optimize talent while focusing on the "Moments that Matter" to create an employee experience that connects, encourages, supports, values and inspires. To inform and shape the human capital strategy, several personas were created to provide a more personalized response to the needs of the workforce. This session will provide first-hand knowledge of the development and implementation of this human capital strategy and how it is being used to attract, develop and retain the best people in health care.

Session Focus:

- Development and implementation of the three pillars of the Well Together Human Capital Strategy
- Five tactics to shape a hospital system's culture through a total systems approach; hire and onboard, lead and teach, communicate to reinforce, reward and recognize and how to measure and hold accountable while upholding the culture
- Intentionally planning for the workforce of the future, seeking new and innovative ways to identify, attract, grow and retain talent
- Approach to creating personas: Supporting talent through personalized journeys that help them achieve career and personal aspirations

2:15 pm Thought Leadership by

Universal
BACKGROUND SCREENING

2:45 pm Break



Main Conference Day One | September 26, 2023

3:15 pm Panel: Nurse Engagement and Staffing in A Post-Pandemic World

Panelists:

Karyl James, Chief Nursing Officer, Mercy

Amanda Cresswell, System Vice President Nursing Professional Development Magnet & Research, Geisinger

Kimberly Galaviz, Chief Nursing Officer, Benchmark Human Services

Moderator:

Gary Norris, Vice President Client Services, Sevenstep

Even before the COVID-19 pandemic took place, it was no secret that the healthcare industry faced enormous nursing shortages, a challenge organizations and staffing companies have been struggling to solve. The coronavirus crisis put a new focus on the acute need for recruiting nurses. In some cases, the need was so great that nurses came out of retirement to fill the gaps. Nurses are the backbone of any medical facility and the effects of nurse engagement and staffing on patient safety and experience are widely documented. Our panel will discuss recruitment strategies that can help hospitals, senior care facilities and other healthcare providers hire nurses quickly in any job market. They will also share ideas to increase nurse engagement and retention.

Key Areas Discussed:

- Nurse employer branding: getting nurses excited about working for you
- Managing contingent nursing labor
- Creating a formal nurse engagement strategy
- Developing nurse leaders

4:00 pm Thought Leadership by

SEVENSTEP



Main Conference Day One | September 26, 2023

4:30 pm Conference Day 1 Sessions Conclude

5:30 pm Cocktail Networking Reception

6:30 pm HRO Today Front of the Frontline Awards



Main Conference Day Two | September 27, 2023

10:00 am CHRO Panel: Addressing the Talent Emergency - A Discussion on the Healthcare Labor Landscape

As the world of work transforms, healthcare is at the epicenter of change. The industry is predicted to be the largest driver of growth in the U.S. economy through most of the next decade. According to the Labor Department's projections, the healthcare industry is expected to add 3.8 million new jobs by 2024. That's nearly 40 percent of all job growth expected over that period. But the accelerated pace of growth and change also has healthcare organizations facing acute talent and skills shortages. Medical and technological advancements mean professionals must constantly adapt to new breakthroughs and changing expectations. Talent acquisition and HR professionals need to be ready to meet the growing challenge. To do so, they must understand the full picture of the healthcare talent landscape. The leaders in this session will discuss how their organizations are preparing and responding to the healthcare talent shortage.

Key Areas Discussed Include:

- Taking a proactive approach to workforce planning
- Strategic utilization of contingent workers
- Winning at retention
- Building the healthcare talent pipeline

10:45 am Thought Leadership by Event Partner

11:15 am Break

11:45 am Thought Leadership by Event Partner

12:15 pm Leveraging Your Employee Value Proposition – Why It Is More Important Than Ever Before

Speaker: **Tonya Hampton, Chief People & Culture Officer, Hennepin Healthcare**

Hennepin Healthcare has been on a journey to develop a people and culture centric organization where employees feel like they are Here, Together working to provide exceptional care, without exception and through the lens of health equity. Dr. Tonya Jackman Hampton, will join members of HRO and share the work HHS has been doing to attract, recruit and retain employees in this demanding healthcare market.

Key Questions Addressed:

- How is or does your organization leveraging it's EVP or brand to attract, recruit, and retain employees.
- What lessons have you learned as you've communicated and integrated your EVP into your People strategy?
- What other practices or strategies have you found helpful to attract and retain talent



Main Conference Day Two | September 27, 2023

12:45 pm Lunch

1:45 pm A Systems-Based DEI Strategy to Transform Culture and Deliver Equitable Experiences

Speaker: Rosa Colon-Kolacko, Chief Diversity, Equity and Inclusion Officer, Tufts Medicine

Tufts Medicine health system was created to provide Massachusetts hospitals and physicians with a new option for collaboration – bringing together the strengths of academic medicine and community care in a model that respects both equally. With 13,000 employees, 2,000 Physicians, and 300,000 lives in valued based contracts, our mission is to empower people to live their best lives by reimagining healthcare, advancing knowledge, pioneering discovery. Our vision is to “create the most equitable and frictionless care experiences in the world” and deliver more advanced care in local communities and partner with communities to eliminate health disparities. The executive team realized that a key foundation to deliver this vision is to develop a full ‘systemness’ strategy focusing on behaviors, a commitment to servant leadership, embedding DEI processes, practices, for the workforce to represent the community we serve, addressing anti-racism to build an inclusive culture to foster belonging, and enabling teams to do their best work.

Join this session to learn:

- Our journey to define a unique DEI strategy to address the intersectionality of academia, culturally competent care delivery, transformation, and health equity
- Emerging governance structures, the Center for Diversity, Equity, and Inclusion (CDEI), to simplify execution
- Provide evidenced based programs and tools to provide clarity of behaviors and expectations to become an inclusive leader
- Introduce a DEI Academy providing action learning experiences enabled by social learning to equip colleagues and health providers with skills to demonstrate behaviors to transform culture, and knowledge to achieve equity.

This presentation will describe how TM system evolved, starting from the development of a transformational strategic vision, through the shared trials of the COVID-19 pandemic and its effect on patients and providers. Having a shared vision is an essential first step to building systemness. Bringing that vision to life requires significant discipline and culture change.



Main Conference Day Two | September 27, 2023

2:15 pm The Reinvention of HR in Healthcare – Preparing Clinical teams with advanced Training, Digitalization, Stress Reduction and Engagement leading to improved Patient Satisfaction

Speaker: Laurie Colasanti, Chief Human Resources Officer, onehome

Patient satisfaction is found to be directly tied to employee satisfaction, including the following focus areas: employee stress levels, work tools and training. Exit interviews and polls show that (assuming pay and benefits are competitive), better scheduling, job tools, and education have a strong correlation to the ability and effectiveness of providing high quality patient care. Coincidentally, improvement in these areas will also lead to better work/life balance and improved retention. This session will focus on how the quality of HR support provided to clinical teams can have an impact on patient satisfaction (and therefore patient outcomes), and coincidentally impact retention.

Key Questions Answered:

- Explore what is HR's role in understanding clinical processes that lead to patient satisfaction?
- Discuss ways HR can partner with the business to identify which priority areas will have the most impact on clinical team effectiveness?
- Share best practices of tools, education and processes that have been found to have a direct impact on clinical team satisfaction, and therefore, patient satisfaction.

2:45 pm Break

3:00 pm Panel: Healthcare Employer Branding - Standing Out in a Competitive Talent Market

Panelists:

Creslyn Foster, Chief Human Resources Officer, Spindletop Center

Carlos Fernandez, Director Talent Acquisition, Houston Methodist

Top healthcare candidates have many options when it comes to employers and can easily research the experiences of employees in your organization on various career sites. In fact, a survey conducted by LinkedIn found that 75 percent of job seekers consider an employer's brand before applying for a job. What's more, a study conducted by Healthcare Recruiters International found that over 90 percent of candidates think employer branding is an essential recruiting resource. Prospective healthcare employees are similar to patients in that both select the healthcare provider they feel most comfortable with. Your employer brand strategy should help make a candidate's choice easier and provide assurance that he or she has chosen the right workplace. Our panel will discuss strategies to ensure you have an impactful employer brand.

Key takeaways include:

- Developing a solid employer brand
- Managing candidate experience
- Attracting diverse talent



Main Conference Day Two | September 27, 2023

3:30 pm Redefining Engagement - Driving Culture and Performance

Speaker: Leah Silver, Chief Human Resources Officer, Carepath RX

Getting your engagement strategy right means knowing your workforce and diving deeper to understand their motivations, needs, and aspirations both personally and professionally. This knowledge allows you to bring cultural initiatives to life and drive action through organizational anchors like values and principles. The link to performance comes through our managers who are the mirror and representation of a company's culture to their employees. Very few people would dispute the demands of today's working environment have left managers feeling unprepared and in need of support to drive results and provide a sense of purpose, flexibility, and growth opportunity for their teams. This session will focus on some simple steps you can take to understand your workforce, bring cultural initiatives to life through your values and principles, and help managers succeed and drive performance through their people.

Key Questions Answered:

- What does your workforce look like and why is that important?
- How can you bring to life company values and principles?
- How can you help managers succeed when experiencing competing expectations from both senior leadership and their employees?

4:00 pm Conference and Day 2 Sessions Conclude



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