



August 2018

President's Message



Summer time! Time for vacations with family, recharging the “engines”, cookouts, and many other kinds of relaxing activities.

One activity I would ask you to put on your schedule is our annual conference, scheduled August 16-17, 2018 at the Columbus Marriott Northwest Hotel, 5605 Blazer Parkway, Dublin, Ohio. Darwin Smith, our President Elect, and his committee have done an outstanding job of creating a day and half conference packed with valuable sessions. On Thursday, there will be sessions on using Emotion Intelligence to create Staff Engagement, creating a culture of authentic communication within your organization, a people centric performance management approach, top 10 management mistakes to avoid with Workers Compensation and OSHA. On Friday, Roger King will lead discussion on Labor Law and #Me Too Movement—how to conduct investigations and follow up.

In addition to these great sessions, there will be a number of vendors present. Currently, Findley, OHA Solutions, Med Ben, Willis Towers Watson, FocusOne Solutions, Ohio University CHSP and PageUp People will be in attendance. These vendors not only support our society, but more importantly, provide valuable assistance to us in our organizations assuring that we provide our employees with competitive benefits and wages.

You will also have the opportunity to network with fellow Human Resources Professionals throughout the State. From my perspective, this is the greatest benefit of this conference—you have the opportunity to share best practice with fellow practitioners as well as learn of their best practices. This conference is a great way to get ready for the fall, which for many of our organizations is a very busy time with open enrollment and other activities. This conference can be the springboard to our busy fall activities. I hope to see you on August 16 and 17 at the OSHHRA Conference! You will be glad you joined us!

Jim Offenberger
President, OSHHRA
Compensation Specialist, Memorial Health System, Marietta, Ohio

OSHHRA MISSION STATEMENT

The mission of OSHHRA is to promote the strategic development of effective human resources management in OHA health care organizations through leadership, education and fellowship. The OSHHRA website is <http://ohiohospitals.org/Member-Services/Personal-Membership-Groups/OSHHRA.aspx>.

PLAN TO ATTEND!

2018 OSHHRA CONFERENCE

August 16 – 17, 2018

**Marriott Northwest
5605 Blazer Parkway
Dublin, OH 43017**

AGENDA – Day 1 – Thursday, August 16

- 8:30-9:15 a.m. Registration / Breakfast in Hotel Atrium / Visit with Vendors
Thanks to FocusOne Solutions for sponsoring Breakfast!
- 9:15-9:20 a.m. **Welcome & Introductions**
Darwin Smith, OSHHRA President-Elect
- 9:20-10:20 a.m. **Using Emotional Intelligence to Create Staff Engagement**
Dr. Katie Sprague, Psy.D. – Leadership Consultant, Integrated Leadership System
Dr. Lisa White, PhD – Consultant, Integrated Leadership System
- 10:20-10:35 a.m. Discussion with OSHHRA leader(s)
- 10:35-11:00 a.m. Break / Visit with Vendors
Thanks to Findley for sponsoring the Breaks!
- 11:00a.m.-12:00p.m. **Creating a Culture of Authentic Communication Within Your Organization**
Dr. Katie Sprague, Psy.D. – Leadership Consultant, Integrated Leadership System
Mario Rodriguez, MA – Consultant, Integrated Leadership System
- 12:00-12:15 p.m. Discussion with OSHHRA leader(s)
- 12:15-1:15 p.m. Lunch in Hotel Atrium / Annual OSHHRA Meeting
- 1:15-2:15 p.m. **People Centric Performance Management: Who Cares and Why Bother?**
Gretchen Long, MBA – HR Director, Shriner’s Hospital for Children
- 2:15-2:30 p.m. Discussion with OSHHRA leader(s)
- 2:30-2:45 p.m. Break / Visit with Vendors
- 2:45-3:45 p.m. **Top Ten Management Mistakes to Avoid with a Workers’ Compensation and OSHA Update**
William Wahoff, JD – Participating Member, Steptoe & Johnson PLLC
Nelva Smith, JD – Of Counsel, Steptoe & Johnson PLLC
- 3:45-4:00 p.m. Discussion with OSHHRA leader
- 4:00-4:15 p.m. Day 1 Evaluations
- 4:15 p.m. Wrap-Up & Adjournment
- 4:15 p.m. Social Reception immediately following!

AGENDA – Day 2 – Friday, August 17

7:45-8:25 a.m.	Registration / Breakfast in Hotel Atrium
8:25-8:30 a.m.	<i>Welcome & Introductions</i> Darwin Smith, OSHHRA President-Elect
8:30-10:00 a.m.	<i>Labor and Employment Developments in D.C. and Beyond</i> G. Roger King - HR Policy Association Panelists: Tara Aschenbrand, JD – Senior Assistant General Counsel, OhioHealth Geoff Walker, JD – System Vice President & Chief Legal Officer, Premier Health Susan Olivera – Vice President Human Resources, Aultman Hospital
10:00-10:15 a.m.	Break
10:15-12:00 p.m.	<i>#MeToo – How It Changes Sexual Harassment Claims, Investigations & Resolutions</i> Panelists: Julie Davis, JD – Partner, James E. Arnold & Associates, LPA Scott Warrick, JD, MLHR, CEQC, SCP – Scott Warrick HR Consulting Anne Peterson – VP, HR and Support Services, Licking Memorial Health System Clarence Pauley – Senior VP/Chief Human Resources Officer, UC Health
12:00-12:15 p.m.	Day 2 Evaluations
12:15 p.m.	Wrap-Up & Adjournment

Registration

Attendees can go to the OHA web site to [register](#).

OSHHRA MEMBERSHIP REMINDER



It is never too late to join OSHHRA! As a reminder, OHA no longer requires personal membership dues to belong to OSHHRA. To join OSHHRA, please complete a [membership application](#), or send the following information to Cindy Stump (cindy.stump@ohiohospitals.org) at OHA:

Name, title, hospital, business address, email address, phone number, and please note if you are a current member of ASHHRA.

You may also send changes to your current membership information to Cindy as well.

New OSHHRA Members



On behalf of the Board, we welcome our new OSHHRA Members since our last newsletter!

- Elisabeth Evensen - Sr. Director, Office Leader, Willis Towers Watson, Columbus, Central District
- Alaura Marion - Human Resources Coordinator, Select Specialty Hospital, Columbus, Central District

OHA STAFF

Ohio Hospital Association – 155 East Broad St., Suite 301 – Columbus, OH 43215

Jackie Silvis
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HR REMINDERS & TOPICS

➤ **NLRB Considering Rulemaking to Address Joint-Employer Standard**



Washington, D.C. — The Office of Information and Regulatory Affairs today published the National Labor Relations Board’s submission that the Board is considering rulemaking to address the standard for determining joint-employer status under the National Labor Relations Act. The submission, prepared at the request of the Chairman, is included in the Agency’s filing in the Unified Agenda of Federal Regulatory and Deregulatory Actions ([click here](#)).

“Whether one business is the joint employer of another business’s employees is one of the most critical issues in labor law today,” says NLRB Chairman John F. Ring. “The current uncertainty over the standard to be applied in determining joint-employer status under the Act undermines employers’ willingness to create jobs and expand business opportunities. In my view, notice-and-comment rulemaking offers the best vehicle to fully consider all views on what the standard ought to be. I am committed to working with my colleagues to issue a proposed rule as soon as possible, and I look forward to hearing from all interested parties on this important issue that affects millions of Americans in virtually every sector of the economy.”

The NLRB has begun the internal process necessary to consider rulemaking on the joint-employer standard. The inclusion of the proposal in the regulatory agenda does not reflect the participation of Board Members Pearce and McFerran. Any proposed rule would require approval by a majority of the five-member Board, and the next step would be the issuance of a Notice of Proposed Rulemaking.

Established in 1935, the National Labor Relations Board is an independent federal agency that protects employers and employees from unfair labor practices, and protects the right of private sector employees to join together, with or without a union, to improve wages, benefits and working conditions. The NLRB conducts hundreds of workplace elections and investigates thousands of unfair labor practice charges each year.

➤ **NLRB Chairman Provides Response to Senators Regarding Joint-Employer Inquiry**

Washington, DC — Chairman John F. Ring responded to a May 29, 2018 letter from Sen. Elizabeth Warren (D-MA), Sen. Bernard Sanders (I-VT), and Sen. Kirsten Gillibrand (D-NY) expressing concern over the Agency’s announcement regarding joint-employer rulemaking. A copy of Chairman Ring’s letter is available [here](#).

NOTE: You should consult with your legal counsel to ensure you are in compliance.

➤ **Increase to ACA Affordability Percentage**

The IRS announced a change to the ACA affordability threshold for 2019. The percentage used to determine if employer-provided health coverage is affordable has increased to 9.89% for 2019. In 2018, the percentage is 9.56%. An employer that does not offer full-time employees affordable health coverage providing minimum value will be subject to employer shared responsibility penalties.

There are three recognized affordability safe harbors and all will use 9.89% in 2019 to determine if the safe harbor is satisfied:

- *W-2 Safe Harbor* - An employer’s offer of coverage is affordable if the employee’s contribution for the lowest-cost self-only coverage does not exceed 9.89% of the employee’s Form W-2 wages.
- *Rate of Pay Safe Harbor* - An offer of coverage is affordable if the employee’s required contribution for the month for the lowest-cost self-only coverage does not exceed 9.89% of the employee’s rate of pay (x130 hours or monthly salary).
- *Federal Poverty Line Safe Harbor* - An employer’s offer of coverage is affordable if the employee’s required contribution for the lowest-cost self-only coverage does not exceed 9.89% of the monthly federal poverty line for a single individual. An employee’s monthly cost must not be greater than \$99.75 to meet the federal poverty line safe harbor.

NOTE: You should consult with your legal counsel to ensure you are in compliance.

➤ **New NLRB Guidance Gives the Green Light on Common Sense Employee Work Rules**

In December, the National Labor Relations Board (NLRB) established a new standard for determining the lawfulness of facially neutral employee handbook policies that “may” restrict the exercise of an employee’s NLRA rights. The NLRB also established three different categories of rules that it would examine in future decisions. In creating the categories, however, the NLRB gave few examples of the types of rules that may fall into each category. To provide clarity on the new standard, NLRB General Counsel Peter Robb (R) has now issued additional guidance on these new standards. In an overall victory for employers, Robb emphasizes that ambiguities in employer work rules and handbook policies will no longer be interpreted against employers. Instead of analyzing whether a work rule could be interpreted as restricting employee NLRA rights, the new standard will only prohibit work rules that would be so interpreted.

NOTE: You should consult with your legal counsel to ensure you are in compliance.

➤ NLRB Launches Pilot of Proactive Alternative Dispute Resolution Program

WASHINGTON, DC —Today, the National Labor Relations Board (NLRB) announced it is launching a new pilot program to enhance the use of its Alternative Dispute Resolution (ADR) program. The new pilot program will increase participation opportunities for parties in the ADR program and help to facilitate mutually-satisfactory settlements.

Under the new pilot program, the Board’s Office of the Executive Secretary will proactively engage parties with cases pending before the Board to determine whether their cases are appropriate for inclusion in the ADR program. Parties may also contact the Office of the Executive Secretary and request that their case be placed in the ADR program. There are no charged fees or expenses for using the program.

Allowing parties greater control over the outcome of their cases, the NLRB’s ADR program can provide parties with more creative, flexible, and customized settlements of their disputes. In addition to savings in time and money, parties who use the ADR program can broaden their resolution options, making the program particularly useful for cases where traditional settlement negotiations have been unsuccessful.

Participation in the ADR program is voluntary, and a party who enters into settlement discussions under the program may withdraw from participation at any time. A full description of the Board’s ADR program can be found on the Agency’s public [website](#). If you have any questions regarding the program you may contact the Office of the Executive Secretary at (202) 273-1940.

NOTE: You should consult with your legal counsel to ensure you are in compliance.

QUICK TIP FOR MANAGERS



Helpful
Tips

➤ **The Art of Giving Negative Feedback: A 7-step Approach**

Giving feedback is an important management task but certainly not an easy one—especially when the feedback isn’t all sunshine. Negative feedback requires a manager to motivate, counsel and criticize in a way that alerts employees to where the problems lie and what must be done to solve them. Fortunately, it’s a skill that can be learned.

Follow this seven-step method whenever giving negative feedback:

1. Tell it like it is. Don’t sidestep the issue; be straightforward and tell the employee exactly what your concerns are.

Example: “I’m troubled by the way you deal with customer complaints.”

2. Give feedback immediately. Feedback is most useful when given at the earliest opportunity after a particular incident. Effective feedback allows the recipient an opportunity to correct behavior right away.

3. Paint a specific picture of how you view the situation. Describe what you see happening by using objective details, not subjective opinions.

Example: “When you get calls from irate customers, you become short with them and you don’t try to hide your own irritation.”

4. Give the lowdown of the outcome. Make sure employees understand the connection between their behavior and the negative results. This lets employees know that they can control the consequences.

Example: "I've received letters from customers threatening to stop using our company if they continue to receive such poor treatment."

5. Give credit where credit is due. That way, employees will know what actions to repeat in the future. Plus, they'll know that you appreciate the effort to do it right.

Example: "I know it can be frustrating, but I'm pleased to see that after you quickly pinpoint the problem, you immediately make a return call."

6. Reiterate performance expectations. As a manager, it is important that you try to make employees understand what it takes for job success.

Example: "Understand that good customer service begins with fielding the complaint; it isn't just the end result of solving the problem. Frustration-management skills are important in this department."

7. Use feedback as a means of change, not punishment. A positive reaction is a more likely result when you correct negative behavior rather than punish the offender.

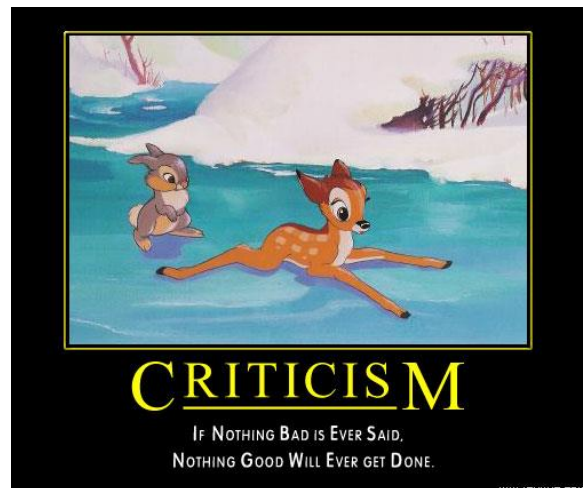
Constructive Criticism: 4 Helpful Hints

1. Beware of communicating *your* frustration and anger. Otherwise, the recipient will likely feel frustrated and angry, too, and therefore, less receptive to your message.

2. Be flexible. Most situations don't require you to dictate exactly what needs to be done or how. Giving employees room to maneuver and allowing them to make changes on their own reduces resistance to following your feedback.

3. Make your point right away. Otherwise, you risk losing focus on the feedback with too much small talk or overwhelming the employee with too many details.

4. Put the feedback in writing. It helps reduce misunderstandings, allows you to perfect your message before sending it and is a smart legal move in case of a lawsuit.



Do's and Don'ts of Negative Feedback:

X **DON'T** sugarcoat negative feedback. If you're going to use constructive criticism, don't dilute the impact.

✓ **DO** focus on specific events.

X **DON'T** give criticism in a way that would offend. Avoid sarcasm and personal asides.

✓ **DO** make change the goal of your feedback.

✗ **DON'T** put employees on the defensive.

✓ **DO** solicit input by asking questions such as: “Do you feel that ...,” “How would you recommend that ...,” and “How did you happen to”

✓ **DO** postpone criticizing if your temper is at the breaking point. Take time to cool off.

✓ **DO** develop a reputation for being even-keeled. If employees fear you or find your personality to be unpredictable, they will close themselves off to any of your feedback.

✗ **DON'T** get into the habit of using words such as “always” and “never” when giving performance feedback. Odds are, you only mean “sometimes.” For example, when reprimanding an employee for being late three days in a row, don't say, “You're always late.” *Better:* Give specific dates and times.

✓ **DO** provide negative feedback regularly and when appropriate. The element of surprise is not a “plus” in negative situations.

NOTE: You should consult with your legal counsel to ensure you are in compliance.

ASHHRA NEWS - <http://www.ashhra.org/>

ASHHRA 2018 Chapter Management Awards Program Announced

ASHHRA announced the 2018 award recipients of the Chapter Management Awards Program and our OSHHRA Chapter received recognition as a Star III award winner.

An extra special thank you goes out to Becky Rozell, Board Secretary, who led and completed the application for us. Becky is very diligent about tracking and noting activities of the Board and Society Members and how it may impact our application for the ASHHRA Recognition Program. She continuously educates and involves members in collecting documentation for submission of the application. This recognition would not have been possible without her hard work, follow-up and dedication.

Dominic Prunte, Communications, was recognized by ASHHRA with the Outstanding Chapter Officer Award, which recognizes a Chapter Officer who has made a significant contribution to an affiliated ASHHRA chapter through excellence in chapter management and/or distinguished leadership. Since joining the Board, Dominic is Past President of OSHHRA and currently the Communications Officer. Dominic's main responsibility is compiling, editing and issuing the quarterly newsletters with the goal of keeping members updated on current HR issues.

Another recipient of an individual ASHHRA award was Debra Palmer of Fairfield Medical Center, who was recognized by ASHHRA for the Outstanding Chapter Achievement Award, which recognizes an HR professional whose significant contributions advance the health care human resources profession. This exemplary HR leadership warrants recognition from ASHHRA. OSHHRA feels it is important and worthwhile to recognize an outstanding chapter member who is not in the role of a chapter officer.

Below is the Chapter announcement from ASHHRA:

OSHHRA received the three-star award in the ASHHRA 2018 Chapter Management Awards Program. There were many impressive chapter applications this year, and the ASHHRA Regional Chapter & Member Services committee found yours to be noteworthy. The chapter will receive a monetary reward and two complimentary annual ASHHRA memberships. OSHHRA will be recognized at the ASHHRA Annual Conference in September.

➤ **Our Region 5 ASHHRA Chapter Leader is:**



ASHHRA PRESIDENT (2018-19)

Jamie Parsons | Vice President, Human Resources/CHRO

Mountain States Health Alliance

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REGION 5 REPRESENTATIVE: CAN, IL, IN, MI, OH, WI

Karyn Batdorf | Human Resources Director

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**ASHHRA 54th Annual Conference & Exposition
September 15 – 18, 2018**



Click <https://s6.goeshow.com/ashhra/annual/2018/index.cfm> to register and for more conference details.

2018 OSHHRA Board of Directors

Officers/Elected Positions

President: Jim Offenberger (2017/18) **A**

President-Elect: Darwin Smith (2017/18) **A**

Past-President: VACANT

Secretary: Becky Rozell (2017/18) **A**

Communications: Dominic Prunte (2017/18) **A**

Regional Board Members

Central Region

Deb Palmer (2017/18) **A**

Vickie Crumley (2018/19) **A**

Southwest Region

Sharon Hancock (2017/18) **A**

Tish Walker (2018/19)

Northeast Region

Nicole Russ (2017/18) **A**

Diana Gardner (2018/19)

Southeastern Region

Lisa Halley (2017/18) **A**

Steven Brooks (2018/19)

Northwest Region

Liz Foreman (2017/18) **A**

Jody Meisler-McKillips (2018/19)

Directors at-large

Jill Prendergast (2017/18)

Melanie Rittenour (2017/18) **A**

Beth Brill (2017/18) **A**

A = ASHHRA Member