

Sr. VP, Human Resources /CHRO

***Steering Change, Transforming Culture, Engaging Talent and Providing Great Service***

**Signature Strengths**

Strategic Alignment  
M&A Integrations  
Change Leadership  
Lean HR Design  
Shared Services  
C-Level Partner  
Talent Management  
Total Rewards  
Talent Acquisition

**Leadership Scale:** Experienced in leading large, high performance teams in diverse operating environments with \$2.5B+ revenues within ACO and AMC platforms while simultaneously executing HR strategy across multiple locations and business units.

**Change Leader:** Adept at conceptualizing and executing strategies, start-ups, process centralization, consolidations, and driving change through robust planning, communication, influencing, performance management and Lean concepts.

**Talent Leader:** Proficient in the design and implementation of organizational development and talent management programs that improves leadership capabilities, organizational efficiency, and lowers costs.

**Engagement Leader:** Experienced in assimilating and implementing large-scale strategic change in complex organizations through building and leading of cross functional, multi-level, inter-disciplinary teams and stakeholders.

**UOFL PHYSICIANS & UNIVERSITY MEDICAL CENTER | LOUISVILLE, KY      APRIL 2017 – PRESENT**

*I was charged with integrating and leading the HR function for the new system being formed encompassing the level 1 trauma center and 404 bed UofL Hospital, the UofL James Brown Cancer Center, the UofL Center for Women's and Infants, and the 700 Physician/900 Provider UofL Physicians multi-specialty group practice.*

SR. VICE PRESIDENT, CHIEF HUMAN RESOURCES OFFICER

REPORTING DUALY TO THE PRESIDENT OF UOFL HOSPITAL AND THE CEO OF UOFL PHYSICIANS, I AM RESPONSIBLE FOR BUILDING THE INTEGRATED HR FUNCTION AND TEAM TO INCLUDE TALENT MANAGEMENT FUNCTIONS, EMPLOYEE HEALTH AND WELLNESS, COMPENSATION/ BENEFITS, AND HR TECHNOLOGY.

- Executive officer responsible integrating and implementing all H&W Benefits, HRIS, Payroll system, team building, Talent systems, and policies for the system.
- Advise Co-Presidents in the broad areas of HR, People strategies, and Organizational initiatives.

**UNIVERSITY OF LOUISVILLE PHYSICIANS | LOUISVILLE, KY      2011 – 2017**

*I was recruited to UofL Physicians to create and implement a HR shared services infrastructure, engagement process, and M&A integration platform for a 900 Provider multi-specialty physician group practice.*

VICE PRESIDENT, CHIEF ADMINISTRATIVE & PEOPLE OFFICER (2/2016 – 4/2017)

I ASSUMED NEW RESPONSIBILITIES IN ADDITION TO MY HUMAN RESOURCES ROLE AND WAS RETITLED AND INVITED TO PARTICIPATE IN BOARD PLANNING ACTIVITIES. TRUSTED ADVISOR AND THOUGHT PARTNER TO THE CEO ON MATTERS RELATED TO EXECUTIVE PERFORMANCE, ORGANIZATIONAL DESIGN, STRATEGY, CORPORATE POLICY AN INITIATIVES.

- Charged with leading the organization through the consolidation and centralization of a Patient Access Center. This includes standardization of Patient Access policies, Provider schedules and templates, and the design, build and implementation of a projected 20 Agent Call Center. Leader of the multi-functional, inter-disciplinary team responsible for all planning, resourcing, and execution to ensure clinics integrate efficiently and timely.
- Administer the organization's D&O, Fiduciary, EPL, Cyber, and General Liability policies.
- Develop and work collaboratively with leadership to drive a culture of engagement and high performance.
- Led executive team in the establishment of enterprise wide key "imperatives for progress", established metrics, and ensure HR is strategically aligned.
- Conceptualize and program leadership and staff training programs that build skills and drive culture and performance.
- Passionately deliver a highly valued portfolio of HR programs and services across the enterprise, which receives high customer service scores. Recognized publicly by the CEO at the Board meeting for outstanding customer service.

VICE PRESIDENT, HUMAN RESOURCES (1/2011 – 2/2016)

Responsible for strategy formation and the execution of HR initiatives and service delivery, ensuring programs and services are aligned with the organization's goals. Lead the HR effort for all M&A initiatives. Advisor to the CEO on all matters and programs in the broad areas of HR.

**Leadership Impacts:**

- Designed and implemented a Lean HR shared services organization including Talent and Reward programs, HRIS, and corporate policies. Achieving \$4M in savings annually due to benefit plan consolidations.
- Steered M&A integrations of 27 physician practices encompassing 72 separate Tax IDs, and 105 locations.
- Partnered with the CEO to consolidate operations and reduce annual costs by more than \$10 million. Developed a comprehensive change management plan to assist the workforce through the transition.
- Board advisor for the design and implementation of the executive incentive and deferred compensation plans.
- Deployed Talent Management training, tools, procedures and systems to leadership resulting in lower vacancies, lower turnover, and consistent performance management application.
- Launched wellness initiatives and a corporate engagement team to empower team members with education, tools and resources to lead healthier lives resulting in lower utilization and a lower medical plan loss ratio.

**DARTMOUTH-HITCHCOCK | LEBANON, NH**

**2007 – 2011**

VICE PRESIDENT, HUMAN RESOURCES (2009 - 2011)

*I was promoted to VP with responsibility for Talent Acquisition, Total Rewards, and HR Technology programs encompassing a \$10M operating budget and 45 FTE's for a \$1.5B quaternary care AMC with 8500+ employees. I directed \$175M in benefit plan administration, \$550M in compensation programs, and 1,000 hires per year.*

**Key Accomplishments:**

- Implemented a HR Business Partner service delivery model resulting in improved customer service due to improved response times, efficiency and coordination of service delivery.
- Redesigned health insurance Benefits plan resulting in corporate wide savings of \$9M.
- Restructured Benefits administration and implemented a "center of excellence" service delivery model and call tracking system resulting in improved customer service through responsiveness and accuracy.
- Created a strategic workforce plan outlining Physician and Nursing staff projections with a 10 year outlook.
- Improved Customer Service by integrating People, Processes and Technology and redesigning procedures that focus on efficiency, timeliness and communication standards. Recognized as an effective change agent for cultivating a culture of service in HR.
- Spearheaded a Benefit plan compliance audit and redesign effort resulting in financial improvement and compliance mitigation. Received Presidential recognition at the Board of Trustees meeting in September 2010.

DIRECTOR, RECRUITMENT SERVICES (2007 - 2009)

*I was recruited to Dartmouth to restructure the Recruitment Services function consisting of Talent Acquisition, Employment Branding, Relocation, Immigration, and On-Boarding with a team of 20 FTE's and a \$6M operating budget. I was later promoted to Vice President.*

**Key Accomplishments:**

- Reduced Physician vacancies from 112 to a low of 36.
- Renegotiated temporary labor contracts resulting in annual savings of \$400,000.
- Reduced agency costs by lowering travel nurse utilization by 30 FTEs.
- Lowered total vacancy rates from 8.2% high to a low of 4.9% through streamlined internal procedures and performance management
- Reduced nursing cost per hire from \$9136 to \$6367 by implementing best practices in media, marketing, and renegotiating of contracts. Total annual savings = \$678,405.

**WAKEMED HEALTH & HOSPITALS | RALEIGH, NC**

**2004 – 2007**

*A \$1B, 7,000 employee, urban, tertiary, Level 1 trauma healthcare delivery system with 1000+ operating beds.*

DIRECTOR, HUMAN RESOURCES (2006 - 2007)

*I was promoted to Director and responsible for talent acquisition and workforce planning with a staff of 12 and a \$4M operating budget. I oversaw vendor management including housing, travel, media, staffing, advertising and relocation.*

**Key Accomplishments:**

- Reduced vacancy rates from 8.1% to 3.7%; Reduced new hire turnover rates from 28% to 21%; Reduced overall turnover rates from 13% to 9; Reduced days-to-fill from 82 to 46.
- Led executive search program and all marketing plans for recruitment.
- Created a workforce plan to address growth for key service lines and centers of excellence.
- Implemented a new applicant tracking system resulting in improved efficiency and streamlined workflow and improved customer experience.

MANAGER, HUMAN RESOURCES (2004 - 2006)

Generalist HR Manager for a 1,200 employee community hospital. Promoted to a System Director role.

**BAPTIST HEALTH/ UAB | MONTGOMERY, AL** **2001 – 2004**

*A 689 bed, Level 1 trauma Hospital and Health System*

MANAGER, HUMAN RESOURCES

System HR Manager responsible for all employment and recruitment services, and wage and salary administration.

**ELLIOTT CONSULTING GROUP, INC. | ASHEVILLE, NC** **1994 – 2001**

*Entrepreneur* for a successful the start-up of a global recruitment consultancy offering search services primarily for fashion and consumer product conglomerates. Clientele included MNCs in North America, Mexico, Latin America, and Asia.

**MANAGEMENT RECRUITERS INT. | ST. PETERSBURG, FL** **1990 – 1994**

HR RECRUITMENT SPECIALIST

---

**Education and Credentials**

**MBA** - SORREL SCHOOL OF BUSINESS, TROY STATE UNIVERSITY – AL

**BS** - INTERNATIONAL BUSINESS & FINANCE, STATE UNIVERSITY OF NEW YORK – NY

ADVANCED HR MANAGEMENT TRAINING , ANDERSON SCHOOL OF MANAGEMENT, UCLA – LOS ANGELES, CA

---

#### **I. Access Initiative – March 2016 – January 2018**

Tasked by the EVP for Health Affairs for UofL to be the Executive champion and lead in the design, build, and Implementation of a centralized patient access center.

- \* Recruited and assembled both a Steering Committee and an Implementation Team
- \* Led in the design, build and installation of a new 23,000 square foot facility housing CBO and Patient Access staff
- \* Facilitated policy development for Access Standards
- \* Oversaw facilities and procured all equipment and furniture
- \* Led in the development and execution of master project plans for Construction, Policy, Talent, Capacity Management Planning, Integrations, and Technology.

#### **II. UofL Physicians Wellness Initiative - March 2014 – December 2014**

The objective of this project is to form a wellness committee and deploy wellness initiatives that provide Team Members with education, tools and resources to lead healthier lives.

- \* Committee selection and charge
- \* Committee vision and structure
- \* Committee focus: 1) Movement and Fitness, 2) Smoking Cessation, 3) Nutrition
- \* Measured by lower utilization and medical benefit loss ratio

#### **III. Physician Practices Merger Integration - January 2012 – June 2013**

Measured by on time completion and the integration of \$250M book of business, this project's objective was to merge and integrate 25 unique physician practice groups into a newly formed 501(c)3. The major focus of this project was HR/Benefits, Payroll and Provider Credentialing/Enrollment. This included the following sub projects.

- \* Hiring, On-Boarding and General Orientation of all new Team Members
- \* Benefits Open Enrollment designed uniquely for all Faculty, Leadership and Staff
- \* Implementation of a best in class Provider Credentialing and Enrollment system (Cactus)
- \* Credentialing and Enrollment of 843 Providers to the new Tax ID
- \* RFP, selection and implementation of all Corporate Insurance policies including: D&O, EPL, Fiduciary, Liability, P/C, Umbrella, Cyber, and Workers Compensation

#### **IV. HR Infrastructure Build - January 2011 – December 2011**

The project objective was to build the HR infrastructure for a new 501(c)3. This including the following sub projects.

- \* Selection and implementation of best in class HRIS
- \* Implementation of the Payroll platform
- \* Design of Health and Welfare Benefit Plans including all voluntary products
- \* Design of two Retirement Plans on two separate platforms
- \* RFP process and selection of Insurance carriers
- \* RFP process and selection of Retirement Plan Trustee & Record-keeper
- \* RFP process and selection of third party independent investment advisor
- \* Establishment of Board level Benefits advisory committees
- \* Implementation of Compensation, Performance Management, Benefits, and ATS modules

---

### **Publications**

- *Executive Compensation in the New Economy*, Journal of Corporate Recruiting Leadership, October 2009
- *Strategic Workforce Planning: Preparing for the Perfect Talent Storm*, Journal of Corporate Recruiting Leadership June 2009
- *The Escalating Cost of Healthcare: Failure of the Third Party Payer System*, Troy University, December 2004