

**Tracy L. Clarke, M.B.A., PHR, SHRM-CP**  
**Executive HR Strategist & Consultant**  
**Hutchinson Clinic, Bremerton, Wash.**

**PROFESSIONAL EXPERIENCE**

*Executive HR Strategist & Consultant – Hutchinson Clinic PA, Remote  
2022 to Present*

Serves as a subject matter expert for all human resource functions as the organization establishes a new executive leadership team and develops internal talent. Mentors and coaches a new HR team, including ongoing education and consultation with a newly appointed HR Director, as she establishes herself in a new role and profession.

*Chief Human Resources Officer – Kitsap Mental Health Services, Bremerton, Wash.  
2020 to 2022*

Achieved HR marketing compliance for this non-profit community-based mental health organization with 550 employees to improve inpatient and outpatient services by launching training initiatives across all internal departments, featuring Employee Relations and Benefits Administration. Supervise an HRIS Analyst, HR Assistant, and 2 Recruiters to improve employee life cycle development. Initiated collaborative staff meetings through Zoom to encourage constructive feedback and resolve employee issues. Forged solid relationships based on trust, honesty, and active communication with executive leadership. Introduced a successful employee onboarding model to support new hires.

- Steered HR operations at the height of COVID-19 to secure healthcare accreditation by attending internal meetings with C-Suite Executives and overseeing daily business management.
- Assumed a strategic leadership role in supporting HR operations by building a diverse workplace culture and implementing employee resource groups.
- Innovated a compensation structure to achieve internal and market equity, achieving organizational consistency by slashing 100 different pay grades to 25 pay grades.
- Devoted \$5MM in total compensation adjustments by performing a comprehensive wage analysis to implement a living wage to strengthen employee performance.
- Reduced employee turnover by 16% during the pandemic.
- Created effective recruitment guidelines to mitigate time to fill by 60%.
- Developed a 3-member training team to overhaul all clinical training operations to attain professional development goals.
- Built a Marketing Communications team from the ground up, instituting an overall Marketing Communication Strategy to enhance internal operations and improve departmental communications.
- Hired a Diversity, Equity, & Inclusion (DEI) Manager, Marketing Director, Manager, and Compliance Manager.
- Provided DEI training to both employees and Board members to develop a collaborative, highly positive environment.

*Chief Human Resources Officer – Hutchinson Clinic PA, Hutchinson, Kan.*

*2012 to 2020*

Led vision, strategy, and execution for all components of Human Resources at this \$110MM multi-specialty, physician-owned clinic with over 100 providers, 75 physician owners, and 530 employees. Managed a team of up to eight professionals leading HR, payroll, training, physician recruitment, and patient engagement. Recruited to re-establish a formal Human Resources department to accommodate rapid corporate growth, transitioning HR functions from a hierarchy that had been reporting to the Chief Financial Officer. Managed a 3-member training team, including a Physician Recruiter, Benefits Administrator, HR Assistant, and Recruiter.

- Served as a strategic HR partner and trusted advisor to Physician Owners, actively collaborating with both physicians and employees to enhance overall performance.

- Directed a taskforce to implement organizational strategies to reduce overhead spending by \$1MM by 12/31/19.
- Architected Human Resources organization-level policies and procedures; spearheaded a cultural transformation to improve efficiency, achieve consistency in delivery, and increase collaboration among key stakeholders.
- Launched a revitalized New Hire and Orientation Program, integrating industry best practices and departmental training.
- Secured gains in Employee & Patient Engagement and Satisfaction by developing a Service Standards Committee and developing a formal Patient & Employee Engagement strategy. Created surveys to measure patient feedback, steering quarterly physician and staff training. Devised a standards agreement for employees and leaders to achieve organizational excellence.
- Maintained a \$2MM department budget, benefit plan budgets totaling over \$6MM, and retirement plans in excess of \$115MM.
- Served as a member of the executive leadership team, defining and influence the efforts of Board and physician-led committees, aligning activities with the overall business objectives of the organization.
- Re-engineered compensation and benefits plans to sustain competitiveness and position the company as the employer of choice for highly qualified candidates. Executed a strategic compensation strategy redesign over 18 months to bring the organization's pay practices current and implement a phase-in of a \$1.9MM spend in market adjustments over a two-year timeline.
- Significantly improved physician relations, fostering increased communications and transparency; introduced bi-annual physician and spouse forums to elevate awareness of benefit offerings and develop strong relationships with Human Resources.
- Led the RFP process to select vendors for Defined Contribution and Defined Benefit plans, maximizing member services, lowering costs, and ensuring ERISA compliance. Successfully completed plan conversion with a 50% cost savings realization.
- Achieved the successful implementation of an HRIS platform across the organization, representing a \$130K annual investment; defined the business requirements to guide assessments of the suitability of different platforms and commissioned a committee of stakeholders to review all finalists to determine that the selected system met the needs of all.
- Championed the standardization of work incident reporting and follow-up training, triggering a 25% reduction in Worker's Compensation insurance premiums and actual losses \$110k less than expected annually; additionally, lowered Unemployment Claim liability and tax rate to the lowest in the State of Kansas. Resulted savings in excess of \$230k annually.
- Orchestrated executive searches to fill vacancies for the Chief Financial Officer and Chief Operating Officer roles, as well as multiple physician openings; maintained director-level turnover at less than 20%.
- Introduced an annual Leadership Development Series to promote enhanced competencies in management, with topics that have included Influence Without Authority; Conflict Competence; Servant Leadership; How to Boost Employee Morale; Social Identity; Setting SMART Goals; Leading with Your Strengths, The 5 Languages of Appreciation in the Workplace, Discovering the Leader in You, and On Leading in Times of Change.
- Contributed towards the success of M&A transactions through the leadership of due diligence, examining cultural compatibility, and staffing considerations from an HR perspective, and integration of acquired companies. Led the company to secure three new standalone facilities in the last five years and multiple outreach locations.

Additional Career Experience:

- University of Kansas School of Medicine, Wichita, Kan.
  - Human Resources Business Partner (2008 to 2012)
  - Senior Residency Recruitment Coordinator (2007 to 2008)
  - Account Specialist (2005 to 2007)
- BLA Enterprises, d.b.a. Corporate Caterers of Wichita, Wichita, Kan.
  - Business and Event Manager

## **EDUCATION**

- University of Phoenix
  - Master of Business Administration (Leadership Emphasis) (With Honors)
  - Bachelor of Science Degree in Business Management (Summa Cum Laude)
- Center for Creative Leadership
  - Coaching for HR Professionals Leadership Development Program

## **CERTIFICATIONS**

- Certified Facilitator of Appreciation at Work and the Motivating by Appreciation Inventory Society of Human Resources Management Certified Professional (SHRM-CP)
- Professional in Human Resources (PHR)

## **PREVIOUS VOLUNTEER, BOARD OR COMMITTEE LEADERSHIP EXPERIENCE OUTSIDE OF ASHHRA**

- United Way of Reno County, 2014 – Present
  - Immediate Past Chair, 2019
  - Board Chair, 2018
  - Finance Committee Chair & Board Chair Elect, 2017
  - Treasurer, 2016
- Central KS SHRM Chapter
  - Board Chair, 2014-2015

## **ACCOMPLISHMENTS AT ASHHRA NATIONAL/REGIONAL/CHAPTER LEVEL**

- I have been a member of ASHHRA since 2013 and have attended the national conference each year, with the exception of 2013.
- I have served as the Chair of the BPAC since its inauguration and continue to develop relationships with our partners and seek out and solicit their feedback to ensure that we are serving both member and vendor relationship building.
- Since our transition to MCI, I have served as the Treasurer and member of the Executive Committee of ASHHRA's BOD.
- In the past year, I have provided training for partner associations, written an article for the HR Pulse, and have been interviewed for several articles in Medscape.

## **CANDIDATE STATEMENT**

In my 4 years with the BOD and 9 years with ASHHRA, I have seen many changes in the Healthcare HR space. I think it is important to continually grow and evolve personally and professionally and help our members to do the same. We could never have anticipated the challenges and opportunities of the last 2 1/2 years. It is more important now than ever before to engage HR professionals in healthcare so that we can share stories, ideas, and meet the ever evolving needs of our organizations.

I believe that the diversity in my professional leadership and tenure with the organization and board has prepared me to help ensure our membership and business partners continue to find value in membership offerings. I also believe that continued listening and engagement of current and potential membership will be crucial to our continued growth and success.

I'm excited for this opportunity to serve and all that is ahead of us in the future of ASHHRA!