

## **At-Large Board Member (2)**

**Mary Jo Smith, MA, ACC, CHHR**  
*Senior Vice President, Human Resources*  
*Franciscan Alliance - Corporate Office*  
*Mishawaka, Ind.*

### **Candidate Statement**

In the past 2 years I have experienced much change in my personal and professional life that has not allowed me the focus and time I want to support a volunteer opportunity. I am at a place where this will benefit me personally as an HR Executive and other HR colleagues who share the same passion.

# MARY JO SMITH, MAOL, CHHR

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***Human Resources executive, strategist, executive coach and educator with over 23 years of experience leveraging strategic human capital capabilities to maximize resources and deliver results by achieving sustained improvements in organizational performance. A solid history of success in:***

- Creating an inclusive work environment that recognizes and leverages diversity, unique traits, talents, and experiences of the people and their teams.
- Transforming the organizational culture by creating an engaged workforce dedicated to operational excellence.
- Creating best practice, customer-focused HR functions that optimizes service delivery.
- Developing flexible, fully competent leaders at all levels while building high performance teams that effectively/efficiently execute plans and allocate necessary resources.

## PROFESSIONAL EXPERIENCE

FRANCISCAN ALLIANCE

MISHAWAKA, IN

### **Senior Vice President and CHRO, Human Resources 2019 - Present**

***Reporting directly to the Chief Executive Officer. Formal member of the system senior leadership team whose primary role is oversight and accountability for all human capital functions across the Franciscan Alliance Health System. Franciscan Alliance is a not-for-profit organization operating twelve hospitals and multiple sites of care in Indiana and south suburban Chicago. Franciscan Alliance employs over 18000 employees and providers serving over 2.3 million residents.***

Lead enterprise-wide transformation, implementation and integration of the systemwide HCM ERP (Workday) system focused on aligning HR processes to support over 18000 employees and providers. This including centralization and implementation of a new payroll (Kronos/UKG) system.

Lead the system integration and centralization of HR services, vendors, policies, procedures, and programs (employee assistance, talent acquisition, compensation, benefits, organizational development, compliance, and employee/labor relations).

Develop and delivers best practice processes, methodologies, and tools to build strong leadership pipelines. Implemented a tiered-leadership and organizational development program to promote employee growth and development.

Organize and manage the Covid-19 regulatory requirements for all employees and providers.

MJS SOLUTIONS, LLC

CHICAGO, IL

### **Owner/Executive Director 2020 – Present**

***MJS Solutions, LLC is a human resource consulting and executive coaching firm offering businesses practical, innovative, and sustainable strategies to optimize their investment in their people. MJS Solutions, LLC provides strategic solutions to help businesses navigate changes in talent, optimize HR processes, enhance organizational culture and drive business outcomes.***

Provide human capital workforce planning improvement and implementation services to

organizations as they seek to optimize performance.

Development of management reporting and analytical tools that empower organizations to measure and respond to variations in performance from goals and objectives.

Comprehensive human resources business analysis identifying areas for improvement and leveraging organizational strengths.

Executive/ leader/team coaching, and leadership development resulting in improved organizational effectiveness and achievement of professional and organizational goals utilizing an array of coaching tools.

Onboarding coaching and support tailored to the skills and experiences of the new leader, the context of the role, and the organization to accelerate the performance of the new executive. Coaching that improves individual performance and productivity skills to improve time management, communication, and leadership competencies.

## **AMITA HEALTH**

**LISLE, IL**

### **Senior Vice President and CHRO, Human Resources 2019 - 2020**

#### **Regional Vice President, Human Resources 2017 - 2019**

***Reporting directly to the Executive Vice President of Human Resources and Chief Executive Officer. Formal member of the system senior leadership team whose primary role was oversight and accountability for all human resource functions across the AMITA Health System. AMITA Health is comprised of 19 hospitals and more than 230 sites of care. The combined health system has 900 providers in its medical groups, more than 26,000 employees and 7,000 physician partners and serves over 4.3 million residents in the greater Chicagoland area.***

Organized and managed the HR Pandemic Plan for all employees and providers. Identified and managed the implementation of HR training and policy and procedures to include labor relations, remote work, safety, compensation, employee housing, employee assistance resources, and benefits.

Lead the acquisition of HR services, vendors and programs (talent acquisition, compensation, benefits, organizational development, and labor relations) and centralization resulting in a cost savings of over \$8,000,000 to the system.

Instrumental in transforming organization into industry leader by directing operational and integration for Human Resources through performance improvement, span of control, and project management.

Identified organizational competencies required at all levels throughout the system; designed corporate strategies to address the leadership and organizational development needs of the system, establishing structured training and development programs for employee groups at all levels in the organization.

Ensured clarity of roles and the enhancement of strategies for succession planning, organizational culture, new employee orientation and on-boarding programs as well as learning and development tools and measurements.

Implemented turnover taskforce in partnership with nursing leadership resulting in a 10% decrease in RN turnover.

**Adjunct Faculty 2013 - 2020*****School of Public Health - Masters of Healthcare Administration Program***

Adjunct faculty in the Masters of Healthcare Administration (MHA) degree program; MHA preceptor and mentor for Capstone program.

Curriculum design, development and execution incorporating real-world examples focused on human resource management - recruitment, employee and labor relations, organizational development, compensation, balanced scorecard, change management, and other human resource functions.

Teach strategic human resource management in healthcare and design of coursework; curriculum assessment and development; teaching and assessment methodologies; and maintain robust CAMHE accreditation.

**UNIVERSITY OF ILLINOIS HOSPITAL & HEALTH SCIENCES SYSTEM****CHICAGO, IL****Chief Human Resource Officer 2011-2017**

***Reporting directly to the Chief Executive Officer and formal member of senior leadership team, primary role is overseeing the accountability for all human capital functions across the healthcare enterprise. These functions include: strategic planning, human resource information system implementation, organizational development, recruitment/retention, benefits administration, employee and labor relations, leadership development, payroll administration, volunteer services and performance management. The University of Illinois Hospital & Health Sciences System encompasses a 496-bed tertiary hospital, an outpatient facility, 19 clinics, 7 health sciences colleges, and research centers with 3400+ employees***

Reporting directly to the President/CEO, charged with spearheading organizational transformation encompassing strategic and thought leadership and change management coupled with the executive accountability for a diverse operational portfolio encompassing a \$2.8 million expense budget.

Lead architect of a three-year strategic functional transformation plan, integrating multiple decentralized HR teams and inefficient/sub-optimized, or non-existent, services/processes. Centralization resulted in a cost savings of over \$500,000 to the hospital and clinics.

Executive champion responsible for leading the "Employer of Choice" strategy for the hospital and clinics; Created and deployed uniform behavioral principles - UI CARE - across the enterprise encompassing 5000+ leaders, physicians, researchers, volunteers, and employees.

Implemented applicant tracking system to electronically monitor position control, job postings and applicants while providing cohesive, branded communications to all candidates.

Decreased time to fill for all Academic Professional and Patient Care Services positions by more than 50%; Reduced the advertising budget by 60% through process redesign.

Redesigned the performance appraisal system to better align with system goals and objectives adding a greater level of accountability.

Implemented a fully integrated and centralized talent management software system consisting of performance management, succession planning and learning management.

Launched leadership assessment and development activities to include quarterly Leadership Development Institutes serving over 150 leaders and physicians.

Developed the organization's Human Resource Information System department at \$100,000+ below budget while increasing organizational compliance by 37%.

Researched, designed and lead strategic initiatives to better manage the labor relations environment. Interpretation and negotiation for four (4) collective bargaining agreements (CBAS) that support 75% of hospital and clinic staff across the hospital, ambulatory clinics and FQHC's.

**ADVENTIST MIDWEST HEALTH LA GRANGE HOSPITAL**

**LAGRANGE, IL**

**Director, Human Resources 2011**

***Reporting directly to the Chief Executive Officer, primary role was to manage the accountability for all human resources functions in the organization, including compensation, recruitment/retention, benefits administration, employee relations and performance management.***

Directed the human resources activities within the hospital including recruitment, training, employee relations, regulatory compliance, compensation, benefits and human resources information systems.

Served as an internal coach and strategic business advisor to the executive/senior leadership of each business unit regarding key organizational and management issues.

**ADVOCATE HEALTHCARE**

**OAK LAWN, IL**

**Manager, Human Resources – Christ Medical Center 2001-2011**

***Reporting directly to the Market Vice President of Human Resources, primary role was to manage the accountability for all human resources functions in the organization, including recruitment/retention, organizational development, benefits administration, employee relations, leadership development, and performance management. Advocate Christ Medical Center encompasses a 695-bed teaching hospital and outpatient centers with 4000+ employees. Advocate Christ Medical Center is part of the Advocate Aurora Health System, the 10th largest not-for-profit, integrated health system in the United States with more than 70,000 employees, including more than 22,000 nurses and the region's largest employed medical staff and home health organization.***

Implemented action planning process and procedures for all employees that was designed to reflect key success factors in Service Excellence and created a culture of accountability. Employee engagement index improved from 39% to 97% via Morehead.

Served on implementation team for the centralization of transactional HR functions (Shared Services Model) via Lean methodologies with a focus on outcomes and standard processes across the Advocate Healthcare System.

Accountable for managing all strategic and transactional human resources functions for the organization, including employee relations, labor relations, recruitment, payroll, leave of absence and the restricted duty program

Crucial Conversations trainer for the Advocate Christ Medical Center leadership team

Responsible for the Employee Relations program, including conducting investigations and making final decisions related to all employee relations matters, including terminations

Charged with being the regulatory leader, including responding to external litigation; serving as the Affirmative Action Officer to ensure compliance with corporate EEO policies; and assumed the Joint Commission HR Chapter Leader position

Member of the Emergency Management Committee, Patient Satisfaction and Patient Safety Committee

**Human Resource Specialist 1999-2001**

Accountable for providing support for all transactional HR functions for the organization, including employee relations, labor relations, recruitment, payroll, leave of absence and the restricted duty program.

Responsible for conducting investigations around disciplinary actions, harassment and conflict resolution.

Served as a coach and consultant with management team to ensure their initiatives were consistent with human resource policies and procedures and organizational imperatives.

**RUSH UNIVERSITY MEDICAL CENTER**

**CHICAGO, IL**

**Human Resources Consultant 1997-1999**

***Reporting directly to the Director of Human Resources, primary role was to provide support and partnership for all human resources functions in the organization, including recruitment/retention, organizational development, benefits administration, employee relations, leadership development, and performance management. Rush University Medical Center encompasses a 664-bed hospital serving adults and children, including the Johnston R. Bowman Health Center, which provides medical and rehabilitative care to older adults and people with short- and long-term disabilities and 4000+ employees.***

Accountable for providing support for all transactional HR functions for the organization, including employee relations, labor relations, recruitment, payroll, leave of absence and the restricted duty program.

Responsible for conducting investigations around disciplinary actions, harassment, and conflict resolution.

Served as a coach and training consultant with management team to ensure their initiatives were consistent with human resource policies and procedures and organizational imperatives.

Served as the Step III Hearing Officer and prepared responses for both union and non-union related issues.

**EDUCATION**

**LEWIS UNIVERSITY**

**ROMEDEVILLE, IL**

*Executive Coaching Certification May, 2019*

*Masters of Arts in Organizational Leadership May, 2011*

**SAINT XAVIER UNIVERSITY**

**CHICAGO, IL**

*Graham School of Management – Business Administration and Management, 2000-2002*

**UNIVERSITY OF ILLINOIS AT CHICAGO**

**CHICAGO, IL**

*Bachelors of Arts, Psychology, Liberal Arts & Sciences, 1997*

**PROFESSIONAL AFFILIATIONS/CERTIFICATIONS**

- sHRBP - HCI **Strategic HR Business Partner Certification** (2022-2025)
- Executive Board Member, Cook County Workforce Partnership (2019)
- International Coaching Federation
- Chicago SHRM Member and Mentor
- CHHR - **Certified in Healthcare Human Resources** through the American Hospital Association
- Essential Women's Leadership Academy Mentor - America's Essential Hospitals (2015)
- Fellow – America's Essential Hospitals (2014)
- Member - American Society for Healthcare Human Resources Administration (ASHHRA)

- Member - Society for Human Resource Management (SHRM)
- Center for Conflict Resolution Certificate

**PAST SPEAKING ENGAGEMENTS**

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|----------------------------|-------------|----------------|---------------|
| ▪ LEAP HR: Healthcare 2022 | Hansonwade  | June, 2022     | San Diego, CA |
| ▪ Healthcare HR Summit     | Marcusevans | February, 2020 | Las Vegas, NV |
| ▪ LEAP HR: Healthcare 2019 | Hansonwade  | April, 2019    | Chicago, IL   |
| ▪ LEAP HR: Healthcare 2018 | Hansonwade  | April, 2018    | Chicago, IL   |

**COMMUNITY INVOLVEMENT**

- Volunteer – Special Olympics Chicago
- Board Member – Mulliganeers
- Team Michael Lead – Special Olympics- Midway Fly Away 5K
- Past Member - Local School Council, Mt. Greenwood Elementary School
- Past President - Local School Council, Blair Early Childhood Center