

# JOHN J. ZUBIENA

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## HUMAN RESOURCES LEADER/BUSINESS PARTNER

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Results-focused senior human resources executive with demonstrated track record of transforming organizational structures and business cultures. Design and implement strategic plans, re-engineer business organizations, and lead and create performance improvement initiatives. Demonstrate versatility to navigate changing priorities, contract negotiations, and multi-site union and non-union for profit and not-for-profit as well as faith based environments.

Change manager with expertise to develop common purpose and effective communication at all levels. Passionate about developing and maximizing human capital while driving employee engagement.

### **Human Resources and Management Competencies**

- Strategic Plans & Business Transformation
- Training & Performance Improvement
- Mergers & Organizational Restructuring
- Communication & Consensus Building
- Outsourcing & Contract Management
- Team Leadership & Vendor Management
- Project & Program Management
- Not For Profit, Profit & Faith Based Sectors
- Standards & TJC Regulatory Compliance
- Turnaround /Crisis Management

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## Career Experience

WASHINGTON HOSPITAL HEALTHCARE SYSTEM, Fremont, California, 2018 to Present

**Chief Human Resources Officer, 12/2018 – Present**

**Interim Chief of Human Resources, July to December 2018 (B.E. Smith, Inc. April to June 2018)**

Direct all Human Resources operations for a not-for-profit district hospital with 2,095 employees and 415 licensed beds. Continually pursue opportunities to revamp the HR processes, department structure, and service delivery. This requires significant relationship building and problem-solving skills to work effectively with diverse stakeholders including the elected board of directors and six unions while directing an HR Team of 10 FTEs including four direct reports. Oversee outsourced compensation and talent acquisition functions.

### **Key Contributions:**

- Successfully outsourced talent acquisition to a third-party vendor – Recruitment Process Outsource (RPO) – to ensure a consistent source of passive candidates while insuring adequate pre-screening of potential employees.
- Rolled out a comprehensive salary structure for non-union employees resulting in a fair and equitable compensation structure for the organization.
- Restructured department and implemented the use of a Human Resources Business Partner model
- Dramatically improved service levels by outsourcing the compensation function.
- Acted as Second Chair of highly successful contract negotiations with six unions. Enhanced Labor/Management relations through use of monthly Labor/Management meetings.
- Recommended and negotiated with vendors to implement multiple key initiatives such as exit surveys, organizational development services, assessment tools, electronic personnel files and an employee engagement survey. Currently investigating MSP contract options for agency and travel staff and a vendor to automate our performance management and job description maintenance processes.
- Launched a management skills development program for all 120 leaders in the organization to provide
- Member, BETA HEART Executive Steering Committee to engage the organization in a cultural transformation process to put patient safety at the forefront
- Engaged in comprehensive preparations to ensure the success of upcoming contract negotiations.
- In conjunction with our Benefits Broker, successfully changed TPA's, carved out pharmacy benefits, and offered additional voluntary benefits.

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- Currently, identifying opportunities to optimize the scheduler/time and attendance program including streamlined processes; implementing new ERP version, and changing TPA and benefits structure
- Member of Executive Staff and Operations Improvement Council (OIC)
- Conducted an employee engagement/culture of safety survey and in the process of rolling out the results

PALOMAR HEALTH, Escondido, California

### **Interim Vice President of Human Resources, 2017**

In this temporary senior leadership role, directed HR operations of a three hospital, unionized public healthcare district with 4,600 employees working across acute care, home care, outpatient services, and 400 long term care beds. Partnered with an external consultant to map talent acquisition processes. Performed an in-depth talent assessment to identify skills gaps in the HR Department. Developed labor and employee relations process and structures.

#### Key Contributions:

- Transformed HR culture from a tactical to strategic focus in collaboration with the Director of Talent Acquisition.
- Rolled out a workforce planning strategy in partnership with the Chief Operating Officer.
- Initiated employer brand development by hiring an external consultant in collaboration with Marketing.
- Played a key role in contract negotiations with the California Nurses Association (CAN) and Caregivers Healthcare Employees Union (CHEU) as Second Chair during the process.
- Tackled the challenge of finding candidates for difficult to fill positions by launching an innovative Employee Referral Bonus Program.
- Seamlessly launched the Business Partner Model for HR Services by recruiting 3.0 HR Manager/Business Partners.

CHILDREN'S NATIONAL HEALTH SYSTEM, Washington, DC

### **Interim Director of Talent Acquisition, 2016 – 2017**

Led all aspects of Talent Acquisition in this interim role for a leading pediatric acute care, outpatient services, research, and healthcare education provider. Managed a team of 10 high-performing recruiters and support staff who hired for 2,015 positions and processed 67,101 applications per year. Developed key strategies to enhance and update talent acquisition processes and technology for the organization's 313 beds and 6.5K staff.

#### Key Contributions:

- Coached recruiters to exceed expectations by taking on an average 1:78 requisitions versus the industry standard of 1:50 while individually managing 600 open positions.
- Spearheaded design and implementation of a new leading edge Applicant Tracking System (Taleo).
- Created and initiated a comprehensive plan to re-engineer talent acquisition processes.
- Launched state of the art automated onboarding process that incorporated background checks, I-9's and documentation to increase efficiency and enhance service level to candidates
- Designed and launched Service Level Agreement Standards for Hiring Managers and staff.
- Played a key role in the system achieving zero findings results by leading HR portions of TJC and DOH surveys.
- Collaborated with colleagues to automate workforce management. Ended manual position request processing.

HURON CONSULTING GROUP, Chicago, Illinois

### **Director, Human Resources Consulting Solutions, 2013 – 2015**

Assisted healthcare organizations in enhancing performance and implementing transformation of clinical operations. Reported directly to the Managing Director in this permanent consulting role. Areas of focus included quality assurance, revenue growth, cost reduction, and fostering physician, patient, and employee engagement.

#### Key Contributions:

- As Missouri Health System Project Director, drove process improvements that decreased compensation, benefits, absence, and HR purchased service costs by \$3.525M.
- Developed and championed a decentralized HR function for an eight hospital system plus physician network that offered the client an opportunity to transform HR culture from tactical to strategic and lower costs by \$2.75M.
- Slashed costs by \$2.3M as Project Director of a Medical Group Client.
- As Project Co-Leader, created a centralized talent acquisition model for an eight hospital system and physician network. Meticulously analyzed operations before recommending updated processes and technology solutions.

#### **Additional Project & Permanent Human Resources Management Roles**

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**Interim Director of Human Resources (2018)** • Tower Health at Jennersville Hospital • Jennersville, PA (Leaders for Today Contract)

**Chief Human Resources Officer (2012 to 2013)** • Northwest Medical Center, Tucson, AZ (Permanent)

**Interim HR Consultant (2016)** Apple Valley Medical Center, Apple Valley, CA • (American Consultants contract)

**Interim Vice President of Human Resources (2015 to 2016)** • Val Verde Regional Medical Center, Del Rio, TX • (RepublicHR contract)

**Project Lead, Consulting-Subcontractor (2015)** • **Good Shepherd Health System** • Longview, TX (TC Human Capital Management, Inc., contract)

**Interim Vice President of Human Resources (2015)** • Governor Juan F. Luis Hospital and Medical Center • St. Croix, U.S> Virgin Island (Select Health Management, Inc., contract)

**Interim Administrator for Employment (2010)** • Pitt County Memorial Hospital • Greenville, NC (B.E. Smith contract)

**Interim Manager of Recruitment (2009 to 2010)** Yukon-Kuskokwim Health Corporation • Bethel, AK (B.E. Smith contract)

**Director of Human Resources (2004 to 2009)** • MacNeal Hospital & Westlake Hospital • Tenet Healthcare, Berwyn, IL & Melrose Park, IL (Permanent)

**Director of Human Resources (2003 to 2004)** • Provena St. Joseph Hospital, Ascension Healthcare Elgin, IL (Permanent)

**Director of Human Resources (2000 to 2003)** • Medical College of Wisconsin, Milwaukee, WI (Permanent)

**Manager of Human Resources (1998 to 2000)** • West Allis Memorial Hospital, West Allis, WI • Aurora Health Care, Milwaukee WI (Permanent)

**Director of Human Resources (1996 to 1998)** • Bay Area Medical Center, Marinette WI (Permanent)

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### **Education and Credentials**

**Master of Science, Human Resources**

Roosevelt University – Chicago, Illinois

**Bachelor of Science, Sociology**

Northern Michigan University – Marquette, Michigan

**Associate of Arts Degree, General Business**

Northern Michigan University – Marquette, Michigan

### **Certifications**

- Senior Certified Professional, (SHRM-SCP), SHRM
- Senior Professional in Human Resources (SPHR), SHRM
- Certified in Healthcare Human Resources (CHHR), ASHHR
- California Micro Credential, SHRM

### **Professional Memberships**

- Society of Human Resources Management (SHRM)
- American Society of Healthcare Human Resource Administration (ASHHRA)

### **Professional & Community Leadership**

- Member, Board of Directors, American Society of Healthcare Human Resources (ASHHRA)
- Secretary, Board of Directors, LifeElder Care, 2019 to Present
- Member, Annual Conference Planning Committee, ASHHRA, 2016 to Present
- Mentor Program, ASHHRA, 2012 to 2015

### **Professional Development**

- American Society of Healthcare Human Resources Administration Annual Meetings, 2008 to 2021
- Attended LEAP HR Conference, May, 2021
- “California Law: Applying California Law to Employment Practices,” Society of Human Resources Management, 2018