Norma Tirado-Kellenberger
Professional Profile

Norma Tirado-Kellenberger, vice president of Human Resources, Lakeland Healthcare, St. Joseph, Mich.

Work Experience

2010 to present—LAKELAND HEALTHCARE, St. Joseph, Mich.
Medium size healthcare system consisting of 4 acute-care hospitals, physician clinics, long-term care, homecare, hospice, reference laboratory, outpatient services and surgery facility and cancer care center. Health system has over 400 beds and 4000 associates.

Vice President of Human Resources, Information Systems and Lakeland University/CIO (2012 to present)
Works with CEO and Senior Leadership Team to develop and implement Human Resources, IT, and Learning Organization strategies for the healthcare system including recruitment and retention, total rewards, associate engagement, associate health and wellness, leadership systems, associate and leadership training and information systems and technology strategies and our community health enhancement initiatives.

Vice President of Human Resources, Information Systems /CIO (2010 to 2012

- Led the transformation of Lakeland's culture to a high performance culture alongside CEO.
- Transformed Human Resources function into a service function with four centers of excellence: Recruitment & Retention; Associate Health and Wellness, Total Rewards and Associate Engagement. Implemented Business Partner strategy.
- Achieved Associate engagement Scores at the 85th Percentile of healthcare organizations (as measured by the Advisory Board.) Received Excellence in Engagement Award in 2012.
- Led workforce and IT integration of multiple entities into the healthcare system including but not limited to:
  - A 100+ providers physician group
  - A rural hospital
  - An independent hospice organization
- Led successful implementation of Epic (Electronic Medical Records system); including all recruitment, training of staff, development of innovation center, budget and change management. Had 2 big bang implementations, first in 12 months for all physician offices and second in 18 months for out four acute care hospitals. Achieved HIMSS Level 6 Recognition within six months of implementation. Completed on time and on budget.
- Implementation of system wide wellness program for associates.
- Has begun implementation of Leadership development program.
- Has begun implementation of new integrated Payroll and Human Resource Information System.
- Currently experimenting with Management Innovation with various teams within my organization.

2000 to 2010—AGNESIAN HEALTHCARE, Fond du Lac, WI
Medium size healthcare system consisting of 2 acute-care hospitals, physician clinics, reference laboratory, long-term care, homecare and hospice, retail pharmacies, free standing surgery center. Health system has over 300 beds and 2700 employees.

2006 to present—Senior Vice President, Employee and Information Services
Worked with President/CEO of the system to develop and implement the human resources strategies of the system, including recruitment & retention, training and development, safety, security and risk management, leadership system, policies and procedures and compliance with all applicable federal, state, and local laws. Additionally, was in charge of developing and implementing Information Technology Strategies for the system that included the management of the Information Technology function.

2000-2006—Senior Vice President, Employee Services and Organizational Development

- Completed assessment of all Employee Services departments and implemented appropriate changes for the organization.
- Selected new 401k vendor and implemented new program.
- Performed Executive Compensation & Benefits Analysis and implemented innovative programs for executives.
- Conducted benchmark and follow-up HR Excellence Survey that resulted in an overall increase in satisfaction from 56% (below industry norm of 59%) to 71%. Won HR Excellence Survey Award based on results.
- Developed and implemented HR Pulse, a quarterly report to leaders (organization's and leader's human resources report card.) Report won an ASHHRA Communication Award.
- Put in place a Human Resources Steering committee that planned and implemented a systemization plan of 4 different human resources departments.
- Participated in several successful JCAHO Surveys that resulted in no HR Type ones.

- Put in place a Recruitment & Retention Team to develop and implement the organization's strategic recruitment and retention plan based on the Malcolm Baldrige Quality Model. Recruitment and retention plan has resulted in a retention rate of over 93% (from 85%) and a vacancy rate of 3% (from 8 %.)
- Developed and implemented Leadership & Staff Formation Plans.
- Implemented a new Human Resource Information System and Time & Attendance system, online learning system, on-line performance management system.
- Developed succession management philosophy for the system and currently am piloting a succession management plan for human resources.
- Achieved benchmark scores in Great Place to Work trust index.

1997 to 2000—BEAVER DAM COMMUNITY HOSPITALS, INC., Beaver Dam, Wis.
Acute care, long-term care and home healthcare system with 250 beds and 850 employees.

Director, Employee Services

Lead, manage and evaluate the personnel, payroll and employee health functions of the organization to ensure quality, cost effectiveness and satisfaction are continually improved.

- Completed assessment of the department upon arrival, reorganized and hired appropriate staff, creating positive change for the organization.
- Introduced measurement tools to track and measure the effectiveness of the department.
- Contributed to the success of the JCAHO survey both in Human Resources and Environment of Care.
- Developed and implemented Employee Services Representative Program forming a partnership between the department and other Directors for improved communication and servicing.
- Completed a new recruitment pilot program and implemented an applicant tracking system.
  Developed and have begun implementation of a multi-year, comprehensive Recruitment & Retention Plan based in part on the results of an Employee Opinion survey.
- Reduced turnover rate from 32% to 25% in 1999.

1997—INTERSTATE PERIODICAL
Regional magazine, paperback and sports product wholesaler with over $40 million and 150 employees.

Consultant

Assessed the Human Resources needs of the organization and set up their Human Resources function. Hired the first full-time Human Resources Manager.

1995 to 1997—HY CITE CORPORATION, Madison, Wis.
Direct sales cookware company with $86 million in sales and over 200 employees.

Vice President of Human Resources

Responsible for development and management of the Human Resources Department from the ground up including: Employee Relations, Compensation and Benefits Administration, Recruitment & Selection, Training, Payroll, HRIS, Personnel Policies and Procedures and Public Relations.

- Selected and implemented human resource information system.
- Developed performance management system as a tool for managers to assist in employee development.
- Designed Bonus Program for all employees and re-designed Executive Bonus Program.
- Reduced turnover by 50% in 1½ years.
- Converted company's health plan to a self-insured plan with no additional cost to company and reduced employee premium rates.
- Worked with Controller and VP of IS to develop new budget process, which allowed for manager input. Created the spreadsheet used by the departments.

1984 to 1995—WISCONSIN POWER & LIGHT COMPANY, Madison, Wis.
Electric, gas and water public utility with $6.7 billion in sales and over 2,300 employees.

Human Resources Administrator

Responsible for coaching and counseling of employees, interpretation and application of compensation and benefit policies, recruitment and selection. Developed innovative drug testing program to ensure company compliance and trained supervisors on its use.

Other positions held at WP&L:

Customer Service Manager-Gas Services (Northern Territory), Manager of Sales (Beaver Dam District), Economic Development Consultant (Madison), Customer Services Manager (DeForest area), Residential Account Representative

Other positions:
Have been an instructor for Moraine Park Technical College, Fond du Lac and Keller Graduate School of Management, Waukesha. Have taught the following:

- Leadership
- Organizational Development
- Manage for Quality
- Managing Human Resources

Education

Executive M.B.A., University of Wisconsin-Madison
B.A., Marquette University, Milwaukee, Wis.

Professional Affiliations

American Society for Healthcare Human Resources Administration (ASHHRA)—local and national
Society for Human Resource Management (SHRM)—local and national
Healthcare Information Management System Society (HIMSS)
College of Healthcare Information Management Executives (CHIME)
College of American Healthcare Management Executives (ACHE)
Cornerstone Alliance Board of Directors
Vice President of Education, Southwest Michigan Symphony Orchestra Board of Directors
Fidelity Investments, Client Advisory Board
Board Member, Benton Harbor Promise Foundation Board of Directors
Membership Services Director for Executive Woman's Golf Association, Southwest Michigan Chapter, charter member and board of directors
Volunteer, First Tee of Benton Harbor
Strategic Planning Committee, Point O Woods Golf & Country Club

Accomplishments at National/Regional/Chapter Level

ASHHRA-- National Nominating Committee 2006-2007, Received Paul Guy Mentorship Award in 2005, Outstanding Chapter President, 2004, Chapter Contribution Award 2001
Wisconsin Society for Healthcare Human Resources Administration, President (2003-04), President-elect (2002-03), Treasurer (2000-02)

Candidate's Statement

I think I bring extensive experience in HR and community services with a unique qualification in that I have been able to use my HR skill sets to help in other areas of the organization, e.g., IT. People and technology will be key to changing the way we deliver care in this new era of ACOs and health care reform. That combination of skills makes me a unique candidate for this position. I have been involved with ASHHRA in the past, so I have seen the transformation the organization has gone through, and I would love to contribute to its future growth and transformation.