

Christine F. Jensema, Ph.D., MS, SPHR, SHRM-SCP
Professional Profile

*Christine F. Jensema, Ph.D., MS, SPHR, SHRM-SCP, Divisional Chief People Officer,
Hospital Sisters Health System (HSHS)-Eastern Wisconsin*

PROFESSIONAL EXPERIENCE

Hospital Sisters Health System (HSHS)-Eastern Wisconsin

Divisional Chief People Officer

October 2009 to present

Serving on the Executive Leadership Team, provide strategic leadership for all aspects of People Services (human resources) for St. Vincent and St. Mary's Hospital Medical Center in Green Bay, WI., St. Nicholas Hospital in Sheboygan, WI., and St. Clare Memorial Hospital in Oconto Falls, WI.

Provide strategic leadership for the following human resource functions;

- Strategic Integration activities
- Organizational Development
- Leadership Formation and Development
- Talent Development and Management
- Talent Acquisition
- Benefit Administration
- Mission Integration
- Compensation strategies
- Human Resource Information Systems
- Colleague Health
- Colleague engagement and relations
- Change Management
- Volunteer Services

Accomplishments:

- Successfully impacted division efficiencies and effectiveness by developing a collaborative approach to sharing talent and resources across 4 hospitals; resulting savings of \$3.9 million
- Successfully integrated Community Memorial Hospital; now doing business as St. Clare Memorial Hospital into Hospital Sisters Health System and into Eastern Wisconsin Division
- Positively impacted Colleague Engagement outcomes and metrics; resulting in reducing disengagement from 10% to 2.6% and increasing engagement from 25% to 51.2%, placing EWD in the 83rd percentile
- Implemented Exclusive Provider Option for healthy plan i.e. Prevea360
- Established a Center of Excellence Model for People (Human Resource) functions; resulting labor cost savings of 5.0 People Services FTE, standardization of delivery of People functions, implemented leadership structure based on functions, reduced the number and level of leadership positions from 6 leaders to 3 leaders
- Successful integration of an Ambulatory Surgery Center
- Introduced and successfully integrated Just Culture into Eastern Wisconsin Division culture
- Introduced and began implementation of Reality Based Leadership (RBL) concepts and principles
- Positive impact on intentional cultural clarity and transformation
- Established Senior and mid-level operational leadership structures that allowed two hospitals to be run as one
- Implemented structured change management process
- Established leadership and colleague competencies
- Implemented e-appraisal Performance Management system.
- Implemented Pay for Performance System
- Established and implemented span of service (span of control) standards
- Developed and implemented Human Resource metrics and balanced score cards; resulting in increased level of accountability
- Was successful in assisting in the design and implementation of system wide approach to Franciscan Formation

- Was instrumental in assisting in the development of Franciscan Inspired Leadership (FIL) Program for HSHS and continue to serve as faculty
- Serve as the co-chair of the Talent Development and Management team for People Redesign

St. Nicholas Hospital

Sheboygan, WI 53081

Administrative Director, People Services

April, 1995 – October, 2009

Provided strategic human resource leadership. Led and managed all strategic and operational aspects of the human resource management functions, leadership formation/development processes, and education programs.

- Effected change through colleague engagement
- Led colleague relations; talent management; compensation; benefit; recruitment and selection; performance management; record maintenance; education and training; and Mission Integration programs.
- Led organizational change and transformation of culture
- Served as a key member/partner of the Senior Leadership team
- Served as the co-chair of the Service Excellence Committee and process
- Served on the Hospital Sisters Health System (HSHS) Franciscan Leadership Formation/Development Team
- Led a Human Resource Council team initiative on Performance Management
- Led the labor productivity review program/process

EDUCATION

Marian University

Fond du Lac, WI

Completed: Ph.D. in Leadership Studies - May, 2012

Published doctoral research on “THE RELATIONSHIP OF MORAL SENSITIVITY TO LEADERSHIP BEHAVIORS: AN INVESTIGATION OF CATHOLIC HEALTHCARE”

Silver Lake College

Manitowoc, WI 54220

Completed: Master’s Degree in Management and Organizational Behavior, with an emphasis in Training and Human Resource Development-June 1994

Lakeland College

Sheboygan, WI 53083

Completed: Bachelor’s Degree in Business Administration with an Economics minor- May, 1990

Lakeshore Technical College

Cleveland, WI 53015

Completed: Associate Degree in Finance - December 1984

CERTIFICATIONS

- Certified in PROCI Change Management
- Myers Briggs Type Indicator (MBTI) Qualified (certified)

PROFESSIONAL AFFILIATIONS OUTSIDE OF ASHHRA

- 2013 Published author on leadership behaviors in Catholic Healthcare research
- 2009 Keynote Speaker for Wisconsin Lakeshore Auxiliary
- Wisconsin Hospital Association (WHA) Workforce Development Council member, January 2004 –present
- Society of Human Resource Management (SHRM) Local and National Member, 1995 – present

ACCOMPLISHMENTS AT ASHHRA NATIONAL/REGIONAL/CHAPTER LEVEL

- 2016 Speaker at WiSHHRA State Conference
- 2016 Speaker at ASHHRA National Conference
- 2015 Speaker American Hospital Association program
- 2015 Speaker at WiSHHRA State Conference
- 2014 to current; Regional Consultant for ASHHRA Region 5 (Wisconsin, Illinois, Indiana, Michigan, Ohio, and Canada). Currently serving second term.
- 2012 Speaker at ASHHRA National Conference
- 2010 Speaker at Wisconsin State SHRM conference
- 2009 Speaker at ASHHRA National Conference
- 2007 Speaker at ASHHRA National Conference
- 2007 Keynote Speaker for WSHHRA State Conference

CANDIDATE STATEMENT

It is with great enthusiasm, passion, and interest that I submit my application for a position on the Board. As a Human Resource Leader with over 30 years of experience, I am confident that my diverse talents, energy level, experience, interest, and qualifications will add value to ASHHRA. I've built my progressive career in the human resource profession over the last 30 plus years in multiple industries with the past 21 years serving in healthcare. I look forward to continue to serve in an expanded leadership capacity with ASHHRA that will allow me to continue to learn, share my talents, and to assist in fostering enthusiasm with a focus on the patient in today's complex healthcare environment. Having completed a Ph.D. in Leadership Studies and published research on leadership in healthcare assists me in understanding the on-going complexities and needs of our complex industry.