



St. Joseph Health (SJH) Lands Senior Human Resources Leader

InveniasPartners, a Chicago-based executive search, assessment and talent management firm, supports hospitals, health systems, payers and medical groups in their quest to find top c-suite and board talent.

Former Deloitte Exec Integrates and Consolidates System SJH HR Functions

St. Joseph Health (SJH), a \$4.4 billion Irvine, California-based integrated delivery system, sought an executive search firm that would meet the executive search, assessment and talent management needs of its 14 acute care hospitals, home health agencies, hospice care, outpatient services, skilled nursing facilities, community clinics and physician organizations. Deborah Proctor, SHJ's president and CEO, reached out to Chicago-based InveniasPartners, a search, assessment and talent management firm founded and led by Curt Lucas. Lucas and Proctor devised a strategy that would support SJH in its quest for executive management and leadership consistency, continuity and commitment.

By contracting with InveniasPartners to conduct multiple c-suite executive-level searches, Proctor and her SJH colleagues have realized the following advantages:

Cost savings: By partnering with InveniasPartners to conduct multiple searches, SHJ spends its human resources and search budget more wisely than it would by investing in disparate search firms.

Time commitment: SHJ's c-suite and board members no longer need to debrief a string of search firm executives on SHJ's culture, mission, vision, strategic goals, and values.

Time to search: InveniasPartners relies on its knowledge of SJH to complete searches more quickly and efficiently than a firm retained to conduct a single search.

Consistency: InveniasPartners' ongoing support of SJH's strategic human resources initiative ensures that newly recruited senior and c-suite executives share a commitment to SHJ's mission, vision, values and strategic goals.

Compatibility: InveniasPartners makes sure that newly recruited c-suite and senior executives will work together within integrated, collaborative teams. Recruited executives typically share many vital leadership traits—from candor and transparency, to openness and mutual respect.

Continuity: By partnering with SJH over time, InveniasPartners forges a foundation for leadership succession planning. SJH can more accurately identify executives who might take on added responsibilities or move into higher-level positions.

Insight: InveniasPartners' insight into SHJ's needs and strategic priorities creates a platform for



ongoing executive assessment and talent management. InveniasPartners can pinpoint which executives might benefit from onboarding, coaching, mentoring and professional education and development.

Opportunity

SJH turned to InveniasPartners in its search for a senior vice-president (SVP) of human resources. It wanted a professional who could regionalize human resources management while centralizing payroll, compensation and benefits, talent management and Talent Resource Planning, a new initiative focused on displaced employees.

The SJH's SVP, human resources would take on planning, implementation and management of enterprise-wide human resources activities, building a culture of service, trust, transparency and communication and aligning organizational and leadership strategies. Positioned as a "people expert," the executive would function as a both a business partner and human capital advisor to employees, managers and c-suite and board colleagues.

Search Implementation

Once InveniasPartners identified SJH's needs, it launched a process to find a SVP, human resources with a minimum of 10 years of senior executive experience in a complex, fast-paced, service organization much like SHJ. The candidate needed a grasp of societal and healthcare trends, including the implications for human resources.

Equally vital was the executive's ability to develop partnerships and build influence within all levels of the organization—from rank-and-file employees and clinicians, to c-suite colleagues and board members. The candidate would orchestrate SJH's workforce plan, combining program development, and recruitment with mission integration, diversity and succession planning.

Results

Joline Treanor has served SJH since coming on board in February 2014. Prior to arriving at SJH, she was a partner in the organizational transformation service line of the human capital practice at Deloitte Consulting, illustrating InveniasPartners' passion to pursue top candidates outside traditional provider environments. Ms. Treanor has sustained a culture structured around opportunities for employees and clinicians to participate in improvement teams, financial reporting and strategic planning.

Lessons Learned



Lucas, Eckersley and Popko offer the following advice to health systems, academic medicals and other providers and payers seeking senior human resources leadership:

- Find a senior executive who is willing and enthusiastic about buying into the organization's values. In SHJ's case, these values included sacred encounters, healthiest communities and perfect care.
- Develop an understanding of what transpired under the leadership of former human resources executives. For example, were plans not implemented? Did services or functions remain disparate and unintegrated? What does the organization hope to achieve that hadn't been realized achieved under previous leadership?
- Define the human resources executive's relationship to the strategic plan. Does the organization expect the executive to design and build a plan, implement an existing plan, monitor and evaluate plan performance or re-engineer a plan?
- Identify how the human resources executive will engage with senior, c-suite and board executives. How, for example, does the organization expect the executive to share input on issues like planning, decision-making, problem solving and leadership?
- Seek out an executive who's collaborative, collegial and works well as a team member. Team spirit will be vital in working with employee groups, departments and divisions and c-suites and boards.
- Consider candidates from outside the traditional world of providers. Many healthcare consulting firms have strong human resources practices where consultants collaborate with hospitals, health systems, medical groups and academic medical centers in strategic human resources planning and specific functions like recruitment or compensation and benefits.
- Look outside of healthcare. Many service industries—from hospitality and banking, to financial services and travel--have achieved remarkable gains in strategic human resources and talent management. Consider whether knowledge, skill and talent of executives from these industries could make an important difference in healthcare.