



Chief People Officer

Leadership Profile

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Prepared by: WittKieffer



WittKieffer

The Opportunity

Yakima Valley Memorial (Memorial) seeks a dynamic, energetic, experienced, and transformational human resources leader to serve as its next Chief People Officer (CPO). The organization's success directly depends on the CPO's positive contribution to achieving the people strategy of this newly independent organization. Reporting to the organization's new CEO, Carole Peet, the CPO has a key leadership role in a sole community provider system.

A true integrated delivery system, Yakima Valley Memorial, which includes a 226-bed acute care hospital, 200 provider medical group, cancer center, home health and hospice, and Children's Village, serves as a referral center for south central Washington State and serves a population of 250,000. Formerly affiliated with Virginia Mason Medical Center for the past five years, as of January 1, 2021, Yakima Valley Memorial has returned to independent status and as the sole community provider in the region and is rebuilding its organization, leadership team, processes and procedures.

Memorial is beginning its cultural transformation and the Chief People Officer (CPO) will be an integral leader in driving the success of the journey from a human resources perspective. Developing a comprehensive road map for Diversity, Equity and Inclusion and hardwiring consistent policies, processes and procedures across the enterprise is necessary for the future success of the organization. Pressing initiatives include creating a workforce diversity plan, establishing ongoing, consistent leadership development and training programs, improving employee engagement, filling vacant positions and ensuring a strong customer service oriented human resources function is essential. The human resources and organizational development function is centralized for the entire organization.

As a vital member of the executive team, the new CPO will be a seasoned, strategic executive adept at both developing and deploying talent strategies. The CPO will partner closely with the CEO, other senior leadership team members as well as business leaders throughout the organization on key initiatives supporting the welfare and interests of all employees. The CPO will create and articulate a vision for human resources/organization development that translates strategic priorities into operational imperatives to advance the ongoing evolution of human resources to an integrated people model. The new leader will assess and refine human resources practices that focus on proactive workforce planning and talent development along with further standardization of human resources across the system. The CPO will align the organization's human capital with the vision of creating a best-in-class workplace which aligns with Memorial's mission, vision and goals. This position serves as the primary resource to the executive team, board of directors and management teams at the health system's care facilities and business units with respect to human resources requirements, strategies, practices and operations. This position also ensures compliance with legal and regulatory requirements in each of the areas of oversight.

The primary goal of the new CPO is transforming the culture to achieve the organization's strategic plan of financial sustainability, health equity, a culture of safety, high reliability and engagement, a high performing physician enterprise and modernization of the facility while embracing diversity, equity and inclusion. The CPO will drive this cultural transformation in conjunction with the executive team. This key leader must be visible to staff in all locations, be both strategic and hands on engaging with the teams in the work, ensure staffing vacancies are filled and be a strategic partner to the executive team.

Memorial has more than 2,300 employees and approximately 46% of the employees are covered under a collective bargaining agreement (CBA) represented by SEIU 1199. The registered nurse CBA represents the registered nurses and technical workers and the Service Unit CBA represents service workers and non-technical employees. New three year contracts were negotiated in November 2020. Fifty percent of the Yakima community are Latino as are 20 percent of Yakima Valley Memorial's employees.

The CEO is seeking a progressive, transformational, experienced human resources leader who is a relationship builder, visible throughout the organization, and able to connect with employees at all levels. This leader must be results driven and a highly collaborative team player, bring new ideas, challenge the way things have always been done in a respectful way and hardwire processes in the organization. The ideal candidate will be an innovative and committed leader, with expertise and practice engaging issues of diversity, equity and inclusion. Ideally the individual will speak Spanish, be willing to engage in courageous conversations, have political acumen and an effective communication style. The CPO will develop an accountable, empowering work environment that is supportive of staff, management and advances professional development. The CPO has responsibility for approximately 20 FTEs.

Organization Overview

Yakima Valley Memorial, is a not-for-profit, independent, community healthcare organization that has served Central Washington's Yakima Valley for nearly 70 years. Governed by a 12 member Board of Directors with the Chief Executive Officer serving ex-officio, members of Memorial's Board of Directors are local people who make decisions that are carefully considered to provide the best possible health care for both the Yakima and Central Washington communities.

Memorial is a not-for-profit, mission driven organization with a charitable purpose. Founded in 1950 by a group of local citizens and under its tax exemption status, Memorial provides certain community benefits which are a direct benefit to its patients and community. Community benefits programs and activities are built upon the belief that improving health will transform Yakima as a vibrant and healthy place to live, work and raise families. Memorial's community benefit includes education, charity care, subsidized health services, community health improvement activities and more.

Yakima Valley Memorial includes:

Yakima Valley Memorial Hospital – The sole community provider hospital in Yakima, licensed for 226 acute-care beds, includes one of the region's busiest Emergency Departments and a freestanding cancer hospital. The hospital is a teaching site for Pacific Northwest University with osteopathic residents and medical students, as well as pharmacy and nursing students from Washington State University Schools of Pharmacy and Nursing.

Medical Group and Clinics – Memorial includes a network of clinics in the Yakima area staffed by the Yakima Valley Memorial Medical Group which employs 160 providers, 70% of which are physicians and the remainder are Advanced Practice Professionals. With 26 practice sites including six primary care locations, an urgent care clinic and specialty locations, these sites will be consolidated in the future as leases come up for renewal.

Physicians – The Medical Staff of Yakima Valley Memorial consists of a multispecialty team of more than 300 physicians, offering primary care and a broad range of specialty care. There are 233 active medical staff members with 97 percent board certification and an average age of 46. There are 104

Advanced Practice Professionals on staff as well. There are also many independent medical groups, primary and specialty care, as well as three large Federally Qualified Health Centers serving the community.

Home Health and Hospice – Memorial offers in home nursing care, rehabilitation, therapy and palliative care services. In addition, hospice is available to terminally ill patients.

The Memorial Foundation - The fund-raising division of the health system and operates with a volunteer board of directors. In 2019, the Foundation allocated more than \$2.5 million for programs and services in Yakima Valley.

Children's Village – A pediatric clinic which provides over 30 different services to children with special health care or development needs and their families. Services offered include medical specialty clinics, developmental screening, dental services, occupational and speech therapy, mental health counseling, education services, care coordinators and physical therapy.

Core Purpose To inspire people to thrive

Vision Creating healthy communities one person at a time

Mission Achieving health with you in new ways

Values Respect / Accountability / Teamwork / Stewardship / Innovation

As the largest hospital in South Central Washington, Yakima Valley Memorial serves as the referral center for critical access hospitals in Toppenish and Sunnyside.

Through 2019, the hospital's admissions averaged 12,000 for the past three years with an average length of stay of 4.1, approximately 2400 deliveries, and over 80,000 emergency room visits. Net patient service revenue was \$481 million in FY 2019 (ending December 31) with a loss from operations, but a positive bottom line of \$9.8 million due to investment income. The payer mix for the hospital in FY 19 was 48% Medicare, 24% Medicaid, 27% commercial and other, and 2% self-pay. Total long term debt was \$44 million. The organization received \$42 million in CARES money in FY 2020 and \$15 million of that will be carried into FY 2021. In addition, the organization has applied for Sole Community Provider status which should result in an additional \$10 million in revenues in FY 2021. Memorial is also preparing to participate in Washington State's Healthier Washington Initiative focused on Medicaid Transformation.

Carole Peet, CEO, joined the organization in February 2020 and is the first external CEO since the hospital opened more than 70 years ago. In January 2020, the other hospital in the community, Astria Regional, closed and in November the decision was made by the Board to disaffiliate with Virginia Mason. This is a good time to join the organization as the CEO forms her new leadership team. The Chief People Officer will help transform the organization's work force, create a Diversity, Equity and Inclusion plan to have the workforce better represent the communities served, develop a unified, highly engaged work force and fill a significant number of vacancies.

To learn more, please see: <https://www.hca.wa.gov/about-hca/healthier-washington/medicaid-transformation>

Goals and Objectives

The successful CPO will have made significant progress on the following goals and objectives in the first 18 months:

- **Establish personal and professional credibility.** This individual will inspire, influence and motivate others; demonstrate self-awareness and be viewed as highly collaborative; and build trust with stakeholders across the organization. Successfully integrate into Yakima Valley Memorial, becoming a well-known, respected and visible leader at all levels of the organization. Actively participate in strategic discussions with the senior leadership team and board of directors and establishes self as a leader, advisor, mentor and confidante to the senior executive team and managers throughout the organization. Must actively communicate key human resources messages and strategic themes throughout the organization.
- **Lead cultural transformation:** Hardwire best practices in human resources, ensuring procedures are followed consistently, getting employees excited about the future of Yakima Valley Memorial and creating an organization that welcomes change, innovation, and values diversity. Craft a culture that values employees, recognizes their contributions, provides additional mentoring, development and formal training as needed, and ensures employee engagement is high. Regularly assess employee satisfaction and proactively address barriers to strong employee engagement. Ensure a unified culture exists that emphasizes a great place to work with an adaptive, can-do culture that values employees and creates strong teams. Ensure executive team and management are working together to align with organizational strategy and remove any silos that prevent collaboration by creating alignment and teamwork.
- **Diversity, Equity and Inclusion:** Align Memorial's stated values with day to day behavior in how employees treat each other and patients. Be mindful that unconscious bias exists, but Memorial is striving to become more inclusive and equitable. Intentionally engage in a progressive hiring, mentoring and development plan to advance more diverse representation within the leadership team and across the organization. Appropriately point out when situations arise that do not model Memorial's values and be courageous in having uncomfortable discussions with the goal of improving future interactions and ultimately result in higher patient satisfaction and employee engagement scores. Offer programs that improve employees' understanding of cultural differences and how to better serve the local population. Develop a leadership institute to provide necessary skills for individuals to advance, ensuring bias-free talent management practices and implement DEI dashboards to monitor progress. As the sole community provider, offer programs for clinical staff to better interact with a significant proportion of monolingual, Spanish-speaking customer base.
- **Create workforce diversity plan:** Provide leadership and coordination of diversity planning through the development of a multi-year strategy to ensure success of diversity initiatives including educational programs to emphasize inclusion and equity. Appropriately advocate, maintain focus, generate ideas, assess progress and maintain accountability to effect substantive, systemic progress. Build foundational human resources programs for evaluation and advancement of the employee base including 9 Box evaluation techniques.
- **Articulate a clear vision and strategic direction for Memorial's people strategy:** It is important that the CPO engage the HR organization in the development and deployment of a well-defined vision and strategic direction for human resources that ties into organizational strategy She/he will view talent as a business differentiator and build supporting programs to identify, develop, advance and retain top talent within the organization. Create talent mapping, clear career tracks, and development plans for all employees. Identify key organizational

priorities and matching human resources solutions. Develop high performing teams by ensuring managers are comfortable with and emphasize coaching and development of team members.

- **Assess human resources' effectiveness:** Determine where the organization is today from a human resources perspective. Review and revise policies and procedures as needed to be up to date and observant of industry best practices. Enhance organizational development efforts. Educate managers on how to be better leaders, use data in decision making, interact effectively with represented and non-union staff, and understand how to use human resources services to support their efforts.
- **Continue to optimize human resources efforts.** The new CPO will assess current programs, services and staff to ensure the necessary elements are in place to advance HR and the broader organizational strategy including:
 - Develop a competitive compensation strategy which is cost effective, equitable, and contemporary.
 - Evaluate and implement a cost-effective benefit strategy which refines employee benefit offerings to ensure provision of the best level of benefits in a fiscally responsible manner.
 - Help leaders better manage employees' leaves of absence to return to work faster.
 - Develop highly efficient human resources systems and resources to reduce cost and enhance service.
 - Create a highly effective recruitment function to fill requisitions with qualified candidates within 90 days.
 - Anticipate retirements and develop succession management programs ideally with multiple internal candidates.
 - Develop feeder relationships with local nursing, pharmacy and allied health programs to provide a pipeline to fill additional staff positions and replace vacancies. Develop a new graduate training and onboarding program to maximize new hire effectiveness quickly.
 - Evaluate HRIS with the CIO to ensure the best systems are in place to support management.
 - Improve recruitment processes and onboarding for both per diem and full time staff, finding talent for hard-to-fill positions.
- **Build a proactive, service-oriented people organization.** The CPO will position HR as both a strategic resource in the system as well as a high-touch, responsive, customer-service oriented function. Assess the human resources department, determining what resources and structures are needed to achieve strategic goals. Build the skills and expertise of the human resources team members and deploy resources in the most strategic manner. Align the human resources function system-wide, reducing waste and streamlining the division for maximum impact. The CPO will listen and solicit continual feedback from the field and create a team culture of support, empowerment and development.
- **Organize the people function for maximum efficiency and impact.** Assess the human resources department, ensuring that department resources are deployed for maximum efficiency and benefit for the system. Ensure that the right people are in the right jobs and fill any vacancies. Build the skills and expertise of the members of the human resources department and deploy resources in the most strategic manner.

Position Summary

The Chief People Officer is leads strategy and implementation for the organization related to people operations including Human Resource functions, Organizational and Leadership Development, Employee Health and the Early Learning Center. These functions incorporate recruitment, retention, benefit management, employee engagement, culture development, diversity, inclusion, and leadership development.

Reporting Relationships

The Chief People Officer reports to Carole Peet, Chief Executive Officer. Reporting to the position are all the human resources and organization development functions of the organization. (See current organization chart attached. The New CPO is expected to reevaluate the structure and add resources as appropriate to achieve the established goals.)

Responsibilities

- Plans, develops, organizes, directs and evaluates the organization's Human Resources functions and performance.
- Participates in the development of plans and programs as a strategic partner from the perspective of the impact on people through the lens of diversity and inclusion.
- Provides leadership and vision organizationally to the development of a highly engaged workforce and culture.
- Creates alignment with Memorial's values and helps to integrate the values into the culture and behavior of the organization.
- Develops actionable and transparent data related to People strategies and tactics.
- As part of the Executive Leadership, develops and promotes strategies that focus on enhanced employee engagement and oversees the implementation and measurement of people strategies.
- Translates the strategic and tactical business plans into HR strategic and operational plans.
- Evaluates and advises on the impact of long range planning of new programs/strategies and regulatory requirements.
- Oversees the people operations to create a workforce dedicated to an inclusive and diverse culture and teamwork that values talent and leadership development.
- Oversees the development of a progressive and proactive market competitive compensation and benefits program to provide incentives and rewards for effective performance. Directs the organization's wage and salary programs to ensure market competitiveness internal equity, cost effectiveness, and motivational value. Directs the organization's various employee benefits programs ensuring compliance with state and federal regulations and reporting requirements.

- Oversees the development of programs to embrace applicants and employees of all backgrounds and to permit the full development and performance of all employees.
- Oversees the development of Human Resource planning models to identify competency, knowledge, talent and develop specific programs for on-going staff development.
- Continually conducts environmental scans of all programs and practices and proactively leads improvement.
- Oversees functional areas such as Employee Health, Early Learning Center, Organizational Development and other areas as needed. Fills staff vacancies as needed.
- Provides ongoing analysis of the human resources environment, implementation of best practices and technologies and integration of the human resources strategic plan with the organization's strategic, financial and operational objectives.
- Oversees the talent management process including effective recruiting, workforce planning, diversity planning, internal talent identification and succession planning. Ensures a highly reliable supply of talent that meets organizational needs.
- Directs all employee and leadership training and development programs, high-potential employee identification and succession management programs.
- Oversees human resources structures, policies and procedures ensuring that all human resources policies are compliant with local, statewide and national regulations.
- Oversees all employee and labor relations activities ensuring compliance with laws and regulations which meet organizational needs. Develops and directs the organization's overall employee relations and labor relations strategy, programs and collective bargain agreements.
- Facilitates Executive Leadership and site communication regarding human resources management issues; utilizes current technology for effective employee communications, benefits administration and dissemination of human resource policies and information.
- Leads a well-run, organized human resources department that strategically and effectively meets the needs of the organization. Manages, directs, mentors and evaluates all human resources staff, ensuring strong performance delivery in all key human resources areas. Develops a human resources division operating budget and ensures that the department operates within budget parameters.

Candidate Qualifications

Education/Certification

- A bachelor's degree in human resources management, business administration or a related field is required, while a master's degree is preferred.

Knowledge and Work Experience

- At least 10 years of increasingly responsible human resources management experience including leading a progressive human resources department in an independent organization is required.
- Multi-site experience is preferred, while prior healthcare experience is a plus, it is not required.
- Successful track record with culture building and cultural assessment and demonstrated forward thinking in making an impact.
- Prior experience creating a customer service focused human resources and organizational development department that effectively supports both employees and management.
- Expertise in developing and maintaining a positive employee and labor relations environment and a highly engaged workforce is required.
- Experience leading contemporary, progressive and effective employee relations practices is required.
- Broad human resource leadership success with a focus on organizational and leadership development, including culture development as a strategic peer to the C-Suite.
- Successfully led a team of direct reports, balancing strategic leadership with hands on involvement when needed.
- Process, policies, and systems savvy, can develop and implement policies and procedures, and drive continued hardwiring of all workflows to increase efficiency.
- Strong technical skills including expertise in compensation, benefits design and administration, recruitment and retention, organization development, health and wellness, employee relations/employee engagement and employee communications is expected.
- Strong skills in leadership development, management training, succession planning, and performance management systems. Experience in developing leaders, managers and clinical talent with an eye to diversity, equity and inclusion is required.
- Experience working effectively with boards of directors on strategic human resources matters.
- Having previously worked with labor unions would be ideal, but not required. Understands that collective bargaining term agreements impact the entire organization.
- Experience with Washington labor laws, wage and hour laws and regulations would be ideal.

Leadership Skills and Competencies

- Innovative thinker, likes to create, build and fix problem areas as this is not a maintenance role, but one that requires thoughtful, positive motivation to create lasting change to transform the organization.
- Does the right thing even when it is difficult, demonstrates and lives the organization's values.
- Experience translating strategic plans into definable, results-oriented human resource strategy. Holds team members accountable for deliverables.
- Earned credibility as a value-add, go-to human resource professional at all levels of current and previous organizations served.
- Fantastic listener, communicator, and translator as proven by positively influencing company culture through communication style and thoughtfulness.
- Critical thinking skills; uses data in decision making.
- Professional, poised and politically sensitive. Willing and able to serve as a confidential advisor/confidante to the executive leadership team in the organization.
- Fair, compassionate and open minded, has a facilitative personality and the ability to help the organization cope with continuous change. Employ a positive, upbeat approach and is an advocate for change within the organization.
- Innovative, flexible and creative; open to new ideas.
- Visible, accessible and approachable. A strong collaborator who is able to relate effectively to all levels of staff, management, executive team and board. Ability to communicate with employees in their native language would be a plus.
- Possesses strong strategic as well as tactical skills. A proven leader, capable of developing and disseminating the vision of human resources, while at the same time, having a hands-on approach to execute that vision.
- A collaborative team player who is able to build solid relationships with other members of the executive team. Confident, capable and trustworthy.
- Well-developed communication skills, including good listening skills. Strong public speaking ability as well as one-on-one communication skills. An accomplished writer.
- High energy, upbeat personality, passionate about the mission of the organization.
- Promotes and welcomes diversity in the organization.
- Must be open to travel to the various sites on a regular basis.
- Enjoys living in a midsize community.

Values

Demonstrates behaviors which contribute to the growth and achievement of Yakima Valley Memorial's mission and fiscal health:

- Is respectful of all people, internally and externally, to establish positive relationships;
- Demonstrates properly placed accountability for performance and organizational commitments;
- Increases effectiveness through collaboration and a high degree of teamwork;
- Practices intentional stewardship by careful and trustworthy use of resources and relationships;
- Promotes growth and change management by focusing on innovation to provide high quality service and results.

Level of Business Knowledge/Knowledge/Skills/Abilities:

- Comprehension
 - Ability to understand, remember and apply oral and/or written instructions; understand complex problems and collaborate and explore alternative solutions in English.
 - Ability to understand opposing points of view on highly complex issues and to negotiate and integrate different viewpoints.
- Reasoning and Decision Making
 - Ability to analyze situations/data and identify pertinent problems/issues; collect relevant information.
 - Ability to make decisions which have significant impact on departmental and hospital credibility, operations and services.
- Organization
 - Ability to work under pressure and maintain quality of detailed work while meeting competing and inflexible deadlines.
- Communication
 - Ability to effectively convey the direction of the organization to the areas of responsibility.
 - Ability to compose materials such as detailed reports, work-related manuals, publications of limited scope or impact, etc. and/or ability to make informal presentations.
 - Ability to formulate complex and comprehensive materials such as legal documents, authoritative reports, official publications of major scope and impact, etc. and/or make formal presentations.

The Community

Yakima Valley, Washington

The Yakima Valley is located in south Central Washington and is known for its quality and quantity of agricultural crops, large wine and craft beverage industry, blue skies and affordable housing. Take advantage of Yakima's affordable housing, time-saving commutes, skilled business community and knowledgeable civic leaders.

The Yakima Valley is surrounded by numerous recreation areas, including Mount Rainier National Park; Mount Adams; Goat Rocks and William O. Douglas wildernesses; the Wenatchee National Forest; Yakima River Canyon Scenic Byway; many lakes and streams as well as the Oak Creek, L.T. Murray and Saddle Mountain wildlife areas and the Hanford Reach National Monument. Other recreational areas include the Ahtanum Multiple Use Area, Toppenish National Wildlife Area, White Pass Scenic Byway, Mather Memorial Parkway and Pacific Crest National Scenic Trail. Downhill and cross country skiing, world-class fly fishing, water sports, mountain biking opportunities and gorgeous hiking trails can all be found within an hour's drive of Yakima.



The Yakima Valley is rich with families of all types sharing community-sponsored events, neighborhood-organized barbecues and holiday parties. There's a feeling of belonging, even when you've just arrived, that inspires so many new families to call Yakima home. There are a wide variety of youth organized sports.

Yakima offers a variety of education options with excellent public and private schools, and thriving secondary educational facilities. One does not have to leave town to hear fine classical music, because Yakima has its own symphony orchestra. Pair that with local arena concerts, outdoor music events and a historic theater that hosts a variety of entertainment events, including traveling Broadway performances, for a region offering cultural breadth and diversity.

The Yakima area boasts some of the most affordable housing statistics in Washington. Based on the most recent U.S. Department of Housing and Urban Development data, the average existing home sale price in Yakima hovered around \$271,000 in 2020. The average monthly rental for 2020 for a two bedroom apartment was \$772. Another advantage of living in Washington State is no state income tax.



The climate of the Yakima Valley is mild and dry, having characteristics of both maritime and continental climates modified by the Cascade and Rocky Mountains. The summers are dry and hot, and the winters are cool with light snowfall. There is an average of 300 days of sunshine each year with a normal total of 7.98 inches of precipitation.

The Greater Yakima metro area is situated east-west in a landscape of gentle slopes and rich silt-loamy soils of a river basin. Looking north you see Yakima Ridge-Cleman Mountain with Mount Rainier in the background, and the Naches River flowing through the valley. As you look

south, you see Rattlesnake Hills-Ahtanum Ridge with Mount Adams in the background. The Yakima River flows north-south through Selah Gap and Union Gap, connecting the Kittitas Valley with the greater Yakima Valley.

There are over 250 manufacturing firms in the Yakima area, which produce a variety of products including farm implements, wood products, metal products, packaging, plastic products, clothing, aircraft parts and recreational vehicles.

Yakima County is Washington State's leader in value of farm output, with a mature and diverse agricultural base. Yakima County continues to lead all counties in the nation in the production of apples, hops, sweet cherries, pears and mint, and ranks 12th nationally in value of total agricultural products sold, with crop sales topping more than \$1 billion annually. With its farm production base, the Yakima area is also a major food processing region.

Seattle, Portland, and Spokane are within a three hours' drive -- close enough to enjoy without having to deal with a grid-locked life. Not in the mood for a big city? There are several quaint towns, recreational resorts and historic areas to discover in the region ... Every day can bring a new adventure.

To see what you can experience in the Yakima Valley, go to www.visityakima.com or www.yakima.org

Timeline

Potential interview dates for this position have been outlined as follows:

- Paper presentation of qualified candidates to client: March 5, 2021
- Initial candidate interview dates: Week of March 15, 2021
- Finalist candidate interview dates: Week of March 29, 2021

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

Procedure for Candidacy

The search process is currently underway and will continue until the position is filled. Nominations, expressions of interest, and résumés should be submitted electronically to the WittKieffer executive search consultants supporting this search via email, or inquire via the WittKieffer [Candidate Portal](#). The WittKieffer consultants supporting this search include:

Elaina Spitaels Genser
Phone: 510.740.1826
Email: elainag@wittkieffer.com

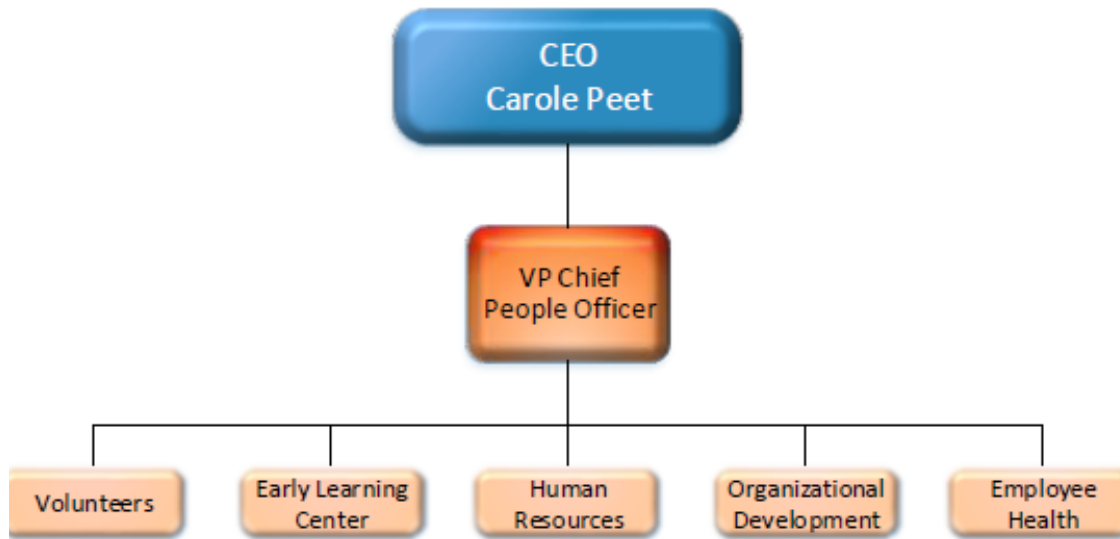
Christopher L. Neumann
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Yakima Valley Memorial values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Yakima Valley Memorial documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Organization Chart



Organization Chart



Chief People Officer
Director of Human Resources

- Organizational Leadership & Development
- Budget Planning and Management
- Departmental Programs Leader
- Strategic initiatives and Project Management
- Responsible for driving results of the organization related to human capital.
- Oversees maintenance and creation of HR Policies & Protocol

Talent Acquisition & Provider Experience

Senior Manager

- Leads & Executes all Recruitment Functions;
- Maintains integrated staff and provider strategies
- Strategic planning with leadership on the subject of talent acquisition and recruitment.
- Management of candidate outreach, campaign coordination, and execution

Talent Acquisition Supervisor **Physician Recruiter**

Talent Acquisition Specialist

Talent Acquisition Specialist

HR Coordinator

Total Rewards & HRIS

Manager

- Maintenance & Design of all HRIS Systems
- Maintenance of Learning Systems & On boarding Function
- Development, implementation, and administration of YVM Comp & Benefit Programs
- Management of Data Integrity for all Employee Records

HRIS Supervisor **Benefits Analyst**
HRIS Auditor **Comp Analyst**

Learning Systems Specialist **HR Coordinator**

Employee & Labor Relations

Manager

- Oversees efforts to address employment concerns and grievances.
- Presents advice for issues in accordance with employment law and YVM policy.
- Guides & corrects processes to resolve concerns
- Leave of Absence Administration

Employee & Labor Relations Specialist

Employee & Labor Relations Specialist

HR Coordinator

Students, Volunteers, & HR Operations

- Students & Volunteers:**
- Coordination of volunteer placement and support; as well as Student support and experience throughout YVM
- HR Ops:**
- Aids in routine strategic tasks for all areas within HR, Communication Tactics, Reporting, and Data Visualization

HR Generalist **Volunteer Workforce Supervisor**

Student Experience Specialist

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