

JOSEPH M. PATRNCHAK

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career profile

Chief Human Resources Officer for one of the world's top healthcare systems ■ **CHRO** for an \$8B healthcare insurer; **VP of HR** for the \$4.5B services division of an F100 technology company ■ special expertise in cultural transformation, employee engagement, and leadership development.

core competencies

HR Leadership ■ At Cleveland Clinic, created an HR strategic framework that—*modernized the HR function and dramatically improved workforce engagement and the patient experience*; at BCBSMA—*deployed formal leadership development, workforce planning, and succession planning programs*.

Employee Engagement ■ At Cleveland Clinic, established a “We are all caregivers” mindset supported by serving leadership, caregiver recognition, employee wellness, and other enterprise initiatives—*drove engagement from the 44th to the 87th percentile in Gallup's healthcare database*.

Leadership Development ■ At Cleveland Clinic, built the first enterprise leadership development structure—*attended by 3300+ leaders per year*; at BCBSMA, created a multi-tier development program that—*enabled 27% of managers to assume expanded roles in the program's first 15 months*.

Talent Acquisition & Management ■ At Cleveland Clinic, established best practices in recruiting, onboarding, and succession planning—*reduced time-to-fill by 29%*; *significantly improved promotions into/within management for minorities*; *led successful national searches to increase C-level diversity*.

Employee Wellness ■ At Cleveland Clinic, launched an innovative employee health program that—*significantly improved results for employees with chronic diseases*; *avoided \$78M in healthcare outlays over three years*; *and established CC as a leader in bending the healthcare cost curve*.

Developed and executed a “people strategy” that established Cleveland Clinic as a “great place to work and grow” —won local, regional, and national awards as a top employer.

career chronology

CLEVELAND CLINIC , Cleveland, OH Chief Human Resources Officer	December 2007- January 2014
BLUE CROSS BLUE SHIELD OF MASSACHUSETTS , Boston, MA Chief Human Resources Officer	2002-2007
HEWLETT PACKARD ■ COMPAQ ■ DIGITAL EQUIPMENT CORPORATION HP, VP of Human Resources, Customer Services Integration	1975-2002 2001-2002
COMPAQ , VP of Human Resources, Global Customer Services Division	1998-2001
DEC , VP of Human Resources, Global Multivendor Customer Services <i>Held diverse HR positions of increasing scope.</i>	1996-1998 1975-1996
BANNER ASSOCIATES , Chicago, IL Senior Account Executive	1975-1976

education

MS, *HR Management & Organizational Development*, **American University** 1985
BA, *Sociology*, **Northwestern University** 1975 (*Academic All-Big Ten in football*)
Advanced Executive Program, Northwestern, Kellogg Graduate School 1992
Advanced International Management Seminar, INSEAD (*Fontainebleau, France*) 1990, 1991

community

Board Member: Robert Greenleaf Center for Servant Leadership; Cleveland Inner City Tennis Clinics; Tenacity, Inc; ■ Co-Founder: Healthcare Human Resources Forum

publications

[*Building an Engaged Workforce at Cleveland Clinic*](#): Journal of Healthcare Leadership; 2013
Rewards, Recognition & Employee Engagement at Cleveland Clinic:
Journal of Healthcare Leadership, 2014

CLEVELAND CLINIC, Cleveland, OH

December 2007-January 2014

Premier health system, ranked 4th by US News (1st in many specialties); 11 hospitals/16 health centers in Ohio; facilities in Florida, Nevada, Canada, and Abu Dhabi; 46,000 employees.

Chief Human Resources Officer

Tasked with modernizing HR (300+ staff) and dramatically improving workforce culture.

- Won CEO/Board buy-in for enterprise initiative—to make CC a “great place to work and grow.”
- Rebuilt HR team—hired top HRIS, talent management, total rewards, diversity & other leaders.
- Won Board approval for—\$20M state of the art HR Information System.
- Initiated “We are all caregivers” campaign—drove significant increase in employees’ connection to CC mission and values, as measured by Gallup engagement survey.
- Introduced “serving leadership”—rolled out to all 3000+ leaders; embedded into leadership development and performance management systems.
- Initiated Total Rewards strategy, with innovative “Caregiver Celebrations” recognition program—key component of engagement strategy; recognized by Aon Hewitt for low cost/high impact.
- Launched integrated employee wellness program—success includes 4X national participation rate in chronic disease management; 300,000+ pounds lost; and \$78M in costs avoided.
- Refocused diversity program—recognized as one of Diversity Inc’s Top 10 Hospital Systems.
- Developed first integrated leadership development structure—classroom/on-line/experiential offerings reaching 3300+ leaders per year, from new managers to senior executives.
- Established—first enterprise-wide succession planning.
- Established talent acquisition function—increased positions-filled per year by 50%; cut time to fill from 69 days to 49; deployed successful hiring programs for ICU nurses and vets.

BLUE CROSS BLUE SHIELD OF MASSACHUSETTS, Boston, MA

2002-2007

Not-for-profit healthcare insurer with 4000 employees serving over three million members.

Chief Human Resources Officer

Recruited to lead HR during period of changing customer demographics, increased competition, and continued demands for improvement in the healthcare delivery system. 80 total staff.

- Conducted successful search for President/COO—assisted transition to CEO.
- Developed new CEO’s employment agreement—managed approval by HR Committee, Governance Committee, and total Board.
- Drove major improvement in Board processes—implemented Sarbanes Oxley standards.
- Won CEO’s buy-in for innovative strategic planning process—engaged 500 managers in fast-track delivery of new corporate strategy.
- Built company-wide performance management system—tied incentive plans to strategic goals.
- Launched first formal succession planning, workforce planning, and leadership development programs—shifted 27% of managers to expanded roles in fifteen months.
- Established e-HR strategy, with a Total Rewards website, career tools, and distance learning programs—improved HR services with no increase in HR staff as workforce grew 13%.
- Launched expanded work-life, professional development, and career development initiatives—improved Associate engagement scores to benchmark levels.
- Led diversity strategy development; hired company’s first Chief Diversity Officer—doubled minority VPs and increased women VPs by 35% over three years.

Led cultural transformation that increased employee engagement from the 44th percentile to the 87th in Gallup’s healthcare database.

Established 21st century HR delivery platform, with technology-driven self-service, shared services, centers of excellence, and HR business partners.

Increased organizational capability of a mature, regulated business—revenue per employee rose to 200% of industry benchmark.

HEWLETT PACKARD ■ COMPAQ ■ DIGITAL EQUIPMENT CORPORATION 1975-2002

Held key HR positions through successive mergers among three technology pioneers.

HEWLETT PACKARD CORPORATION, Palo Alto, CA 2001-2002

A leading provider of computer hardware, software, and services.

VP of Human Resources, Customer Services Integration

- Played lead role in integration of HP and Compaq customer services organizations.

COMPAQ COMPUTER CORPORATION, Houston, TX 1998-2001

World's second largest computer company in 2002; \$42B in revenue; 67,000 employees.

VP, Human Resources, Global Customer Services Division

Led HR for \$4.5B business with 25,000 employees in 114 countries; 220 staff; \$35M budget.

- Partnered with GM to integrate Compaq/Digital/Tandem customer services—*in three months, completed organization design, management selection, and restructuring plan.*
- Developed succession planning process for 110 top/high potential executives—*enabled internal replacement for 95% of critical openings.*
- Exceeded gender diversity benchmarks—*increased women leaders from 25% to 40%.*
- Led the Information & Performance Systems consulting group—*built ASTD award-winning training systems while generating \$50M in annual revenue from internal/external clients.*

DIGITAL EQUIPMENT CORPORATION, Maynard, MA 1976-1998

\$14B global provider of computer products and services; 55,000 employees in 1998.

VP, Human Resources, Global Multivendor Customer Services 1996-1998

Led all HR, including development/learning, reward systems, workforce planning, and organizational effectiveness for \$3.5B global division. 150 staff; \$30M annual budget.

- Won numerous ASTD Best Practice awards for technical training—*delivered 3,000 classroom/distance learning courses per year covering 38 vendor platforms.*
- Created Voice of the Employee, the largest on-line employee survey ever conducted—*surveyed 18K employees worldwide; program adopted company-wide by Compaq.*
- Implemented Balanced Scorecard—*set goals and metrics from GM to line-manager level.*

Director of HR, Americas Multivendor Services 1993-1996

Led HR in US, Latin America, and Canada for \$1.5B Division with 19,000 employees, organized in 1993 to deliver Digital's first multi-vendor hardware/software support.

- Launched technical training program—*certified 7000 engineers on fifteen key vendors.*
- Created incentive program linking compensation to profit and customer satisfaction—*drove one-and-a-half point increase in margin and 20% in customer satisfaction.*
- Implemented 10,000-person workforce reduction—*with no legal or operational impact.*

Human Resources Manager, US Services 1991-1993

Led HR for \$1.5B SI and Customer Services unit; 13,000 employees; 30 staff; \$14M budget.

- Served on core team to integrate SI and Customer Services—*developed organization design, management selection, and implementation plan in ten weeks.*

Human Resources Manager, US Enterprise Integration Services 1987-1991

Led HR for \$600M business with 5000 US employees; directed 25 staff.

- Launched leadership development program—*delivered to 2000 managers from 115 countries.*
- Installed industry-standard Program Management process and delivery/profitability incentives—*doubled gross margin to 25% over two years.*

Human Resources Manager, US Education Services 1985-1987

HR Benchmarking Manager, US Field Sales & Service 1983-1985

District HR Manager, Northwest and Ohio Valley Districts 1978-1983

Employment Manager 1976-1978

Cited for five years by IDC, Gartner, and Forrester as technology industry's #1 or #2 service business.

Turned around revenue growth, profitability, customer satisfaction, and employee morale.

Won ASTD Awards for Learning and Workforce Planning.

Improved employee satisfaction 30%.

Upgraded human capital and business processes to support rapid growth.

Progressed through HR roles of increasing scope.