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| **Michelle J. Thomas** R.N., M.S., SPHR, SCP-SHRM |

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| Profile |

Results-oriented, multi-faceted **Human Resources Leader** with more than two decades of success in the healthcare industry, especially in community hospitals, skilled nursing facilities, and long-term care facilities. Highly proficient in strategic planning, recruitment/retention, conflict resolution, process improvement, and regulatory compliance within large, multi-state, multi-site operations. Known and appreciated for timely responses to employee issues and concerns while supporting management policies. Early experience included positions as a Nurse in Acute Care, Home Health, Insurance, and L/T Care. M.S. in Human Resource Management, R.N., Paralegal. Core competencies:

HR Management … Healthcare … Education & Training … Cost-containment … Budgets … HRIS … Compliance … Staff Supervision … Recruiting & Retention … Compensation & Benefits … Nursing … Community Service

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| Professional Experience |

West Virginia Medicine/University Healthcare, Martinsburg, WV 7/2010 – 12/2017

*Included 2 Community Hospitals (200+ beds, ~$500M annual revenues, ~ 2,000 employees)*

**Vice President of Human Resources**

Responsible for Human Resources, Education and Employee Health functions for 2 community hospitals and 30+ physician practices. Participated on Human Resources Leadership team in making operational and strategic decisions to transition to a shared services model throughout the health system.

* Improved human resources and employee health processes to accommodate over 10% employee growth
* Created Supervisory training program for new or newly promoted leadership roles
* Using employee feedback, realigned and cross-trained department staff to meet needs in all HR areas at all times
* Implemented 3rd party administration of leave of absence: led to 10% increase in regulatory compliance
* Worked with HR team to implement new HRIS and provide training to managers and employees
* Implemented employee engagement survey with 90% participation throughout organization

Life Care Centers of America, Cleveland, TN 10/2007 to 7/2010

*$3.1B Company that manages or owns over 200 Skilled Nursing Facilities in 7 divisions across the country. There were 40,000 employees.*

**Director of Human Resources**

Led, trained and mentored corporate team of two HR generalists in the support of facilities in 28 states. Advised management of the 7 divisions and 230 facilities on plan to address human resources issues. Advised Divisional HR Directors (DHRD) on how best to resolve major HR concerns or problems. When needed, traveled to specific facilities to aid or train division, region and facility management in person or through organization wide webinars.

* Implemented strategic process to ensure facilities hired eligible workers
* Completed onsite assessments at select facilities—led to a 10% reduction in turnover
* Created and delivered Sexual Harassment training to meet California regulations multiple times
* Assisted with Affirmative Action Planning

Senior Living Properties, Grapevine, TX 4/2004 – 5/2007

*Consisted of 48 long term care facilities in Texas and the Corporate offices and 2,600 employees*

**Director of Human Resources**

Responsible for HR functions at all 48 facilities. Provided ongoing coaching on hiring and termination policies and practices and employee relations to Administrators and Nursing Directors; counseled Regional Vice Presidents and Senior Management on employee issues. Liaison between outsourced payroll companies and the facilities. Completed HR file audits and training during facility visits. Decreased payroll costs by review of employee status, vacation and OT policy. (See Page 2)

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Senior Living Properties (Continued) …

* Implemented Clinical Ladder for Certified Nursing Assistants
* Oversaw transition of employees due to sale of the Illinois Senior Living Properties facilities in 2005
* Decreased unemployment claims by an average of 25% through training on hiring and employee relations
* Negotiated medical benefits with a 50% increase in drug benefit and 10% increase in hospital coverage without impact to employer/employee contributions
* Decreased EEOC claims within one year by 5% and zero dollars paid

Hillhaven Nursing & Rehabilitation Center, Adelphi, MD 2003 – 2004

**Director of Human Resources**

Managed facility’s HR department to support 160 employees. Implemented procedures to decrease workers’ compensation absences. Coached managers on disciplinary decisions.

COLA, Inc., Columbia, MD 2002 – 2003

**Practice Site Reviewer**

Conducted medical chart reviews utilizing criteria specific to the applicable managed care organization and NCQA standards. Provided education and recommendations to the providers based on the review findings.

Severn Healthcare Provider Services, Columbia, MD 2001 – 2002

**Clinical Care Manager**

Performed case coordination functions including communication and coordination with network providers. Collected and disseminated to the home care providers all information necessary for the provision and reimbursement of services from health plan, member and/or other third party.

Adventist Home Health Services, Silver Spring, MD 1998 – 2000

**Human Resources Manager**

Managed 6-8 staff members servicing 400 employees in 5 multi-state offices. Led the HR team on recruitment and retention programs. Developed and revised policies to remain current with Federal and State laws. Supervised personnel files maintenance in compliance with JCAHO and Medicare regulations with zero deficiencies.

Lorien Home Health Care Agency, Ellicott City, MD 1995 – 1998

**Human Resource Manager/ Staff Development Coordinator**

Developed the HR function as a one-person department handling all human resource activities including recruitment, interviewing, benefits, workers compensation, unemployment, and disciplinary process. Created and delivered the staff education programs for orientation and in services.

**Nursing Experience**

**Psychiatric Nurse/ Nursing Float**, Washington Adventist Hospital, Takoma Park, MD, 1986-95

**Nurse Review Coordinator**, HealthPlus HMO, Riverdale, MD, 1987-89

**Community Service**

United Way-Eastern Panhandle: Committee Member-Personnel Committee since 2010, Board Member and Committee Leader since 2015.

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| Education & Certification |

Master of Science in Human Resource Development, Towson University, Towson, MD, 1998

Bachelor of Science in Nursing, Columbia Union College, Takoma Park, MD, 1986

Paralegal, American Public University, 2015