

KELVIN L. PARKS

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PERFORMANCE OPTIMIZATION C-LEVEL EXECUTIVE

Learn from the past to manage the present and improve future outcomes for highly complex organizations

A Senior Management Professional with an exceptional record of establishing and directing organizations to achieve superior performance, notable financial integrity, and resilience during difficult times. Proficient at leveraging the strength of diversity to build a culture of customer service and high team morale. Equally innovative and pragmatic when replacing traditional solutions with structures and practices that ensure growth and stability in changing business environments.

CORE COMPETENCIES

- Strategic Planning / Tactical Execution
- Leveraging Partnerships
- Executive Leadership Development
- Board-Level Communications
- Optimizing Quality & Customer Experience
- Departmental Collaboration & Leadership
- Performance Improvement / Metrics / KPIs
- Supply Chain / Logistics / Inventory Control
- Change Management
- Organizational Refocusing
- Financial Accountability
- Coaching / Mentoring

PROFESSIONAL EXPERIENCE

Veterans Healthcare System of the Ozarks | Fayetteville, AR

2016 – Present

An academic-affiliated 78-bed, 1,800-employee, \$580 million operation providing primary and secondary care to more than 60,000 veterans through an acute-care facility and seven community-based clinics located in three states.

Chief Executive Officer | 2018 – Present

Responsible for the organization's economic direction, operation, and control. Provide leadership to ensure compliance with EEO and similar initiatives required by policy, statute, or regulation. Mentor 17 direct and ten indirect reports.

- **\$10+ million in operating expenses avoided** by arranging a referral-consult process with multiple specialties that produced a beneficial patient-payer mix and recovered revenues from competitors.
- **Enhanced patient satisfaction and treatment outcomes** by establishing an autonomous group of dedicated walk-in centers and auxiliary virtual-care technology that relieved pressure on regional hospitals.
- **Extended service offerings** by directing a \$10 million renovation project from concept through construction that remodeled an entire floor, added state-of-the-art equipment, and modernized the surgical suite.
- **Formulated new crisis-management procedures** that successfully rectified a potentially cataclysmic patient-care situation and evolved into a catastrophe-control template adopted by other industries.
- **Slowed loss of medical professionals** in the region by pursuing business opportunities with area philanthropists, institutions, and schools to train and retain practitioners in conventional and whole-health practice.
- **\$7 million in costs eluded** and healthcare access for veterans in rural areas secured by establishing the first joint-venture clinic associated with a major retailer.

Chief Operating Officer | 2016 – 2018

Oversaw a 5-star medical center composed of seven outpatient clinics and an 1,800-person staff serving 54,000 patients. Managed a \$500 million budget and ten direct and 500 indirect reports.

- **35% surge in OR turnover times and a 20% decrease in first case starts realized** by establishing dashboard reporting that revealed root causes of inefficiency and led to creation of streamlined standard work routines.
- **Raised best-places-to-work rating** five points above VHA national average and earned an LGBTQ healthcare equity-leader score of 100 by instituting a "You Asked – We Listened" campaign.
- Rescued jeopardized accreditation by designing and installing a dashboard program that raised awareness of possible risks and shepherding a task-specific committee in mitigating the dangers.
- **Shrunk wait times to less than national private-sector benchmarks** by convincing senior management to increase the allocation for rehabilitation from a bump of only 12% to \$28 million and overseeing the ongoing investment.
- **10% drop in supply costs accomplished** by instituting a vendor-standardization process, shrinking inventories, and decentralizing responsibility for managing spending.

Manchester VA Medical Center | Manchester, NH**2014 – 2016**

\$170 million primary- and secondary-care medical center with a 30-bed nursing house, four clinics, and 1,300 employees.

Chief Operating Officer

Formulated strategies to ensure achievement of strategic goals, invested a \$171 million operating budget, and headed operations supervising a direct staff of nine and 200 support personnel.

- **110% climb in supplies-inventory turns** along with stock reductions and minimum amounts of expired items attained by coaching managers in lean 5S thinking, JIT ordering, and par-level planning.
- **20% two-year growth in caseload produced** by engineering a web-based scheduling system and championing the cross-facility training of medical staff to lower barriers between departments.
- **Lessened employee workload complaints** and union grievances by boosting staffing levels 25% and turning around operations in the wake of a two-year worker reduction needed to remedy budget deficits.
- **Piloted the as-scheduled completion** of a 13,000 square-foot, \$11.2 million hospital addition.
- **14% amplification of employee satisfaction spawned** by pioneering a program of awards, recognition, education, and engagement activities.

Captain James A. Lovell Federal Health Care Center | North Chicago, IL**2013 – 2014**

Fully integrated, 543-bed, \$600 million level one acute- and mental-health care facility employing 3,500 civilian and military personnel in service to 140,000 VA and DoD beneficiaries and 49,000 Navy recruits and students.

VA/DoD Merger and Acquisition Program Manager

Directed the merger of Navy and veterans' hospitals into six new directorates through ten direct and 20 associate staffers.

- **\$11 million in startup expenses prevented** by framing a program acceptable to three government and military branches allowing the time- and cost-effective transition of 3,000 personnel from two into a single hospital system.
- **99.9% compliance with complex government regulations reached** by changing fundamental structures, adding internal controls, incorporating data-management systems, and inaugurating multi-discipline educational programs.

Captain James A. Lovell Federal Health Care Center | Fayetteville, AR**2013**

The nation's first fully integrated VA/DoD healthcare facility.

Interim Assistant Chief Operating Officer

Guided the center through resolution of mission-critical challenges aided by ten direct and 200 indirect team members.

- **\$420,000 of overhead spending averted** by using work redesign and attrition to remove redundancies and decrease the workforce by 70 FTEs.
- **99% shrink in action-item delays driven** by shifting ownership of quality reporting to department heads.

North Chicago VA Medical Center | North Chicago, IL**2008 – 2013**

543-bed acute tertiary-care facility and four outpatient clinics with 1,400 employees and a \$430 million operating budget.

Senior Health Systems Specialist I 2010 – 2013

Held full advisory and directional authority regarding operation of the facility. Marshalled ten subordinates.

- **\$120,000 struck from the incentive budget** by replacing monetary awards with various types of recognition.

VA/DoD HR Coordinator I 2008 – 2010

- **Drove a quality merger of two hospital systems** through creation and maintenance of a staffing database used as criterion for defining the required billet structure.

EDUCATION / PROFESSIONAL DEVELOPMENT / ASSOCIATIONS / MILITARY

Master of Arts in Management & Leadership, Webster University

Bachelor of Science in Organizational Management, Crichton College

VA Senior Executive Strategic Leadership Course I & II • Working with Congress for Federal Executives
Malcolm Baldrige Field Examiner • OPM, Senior Executive Service Leadership Course

VHA, Senior Executive Orientation Advisory Board Member / NW Arkansas Council, Board Member /
American College of Healthcare Executives, Member / NW Arkansas Children's Hospital, Board Member

U.S. Navy, Chief Yeoman (Aviation Warfare), Retired