

KELVIN L. PARKS

Greater Orlando, FL | 479-339-9381 | k.l.parks@att.net | linkedin.com/in/kelvin-l-parks | [Career Portfolio](#)

Dear Hiring Executive:

I am a **C-suite health system executive with 15+ years leading multi-site acute care and health system operations at scale — \$500M–\$580M budgets**, 78-bed academic-affiliated medical center, seven-clinic tri-state network, 1,800+ FTEs, 60,000+ patients annually — and private-sector hospital CEO experience with proven EBITDA improvement and **for-profit P&L accountability**. I have built and led organizations that performed at the top of national benchmarks under the most demanding regulatory and operational conditions in American healthcare.

- Scaled a 7-clinic, 3-state academic health system, **driving 20% caseload growth, \$10M+ in cost avoidance**, and 100% compliance across 13 national financial indicators — the only facility in the network to achieve this — while delivering a \$93.6M capital portfolio across 7 projects on time and within budget.
- In the private sector, drove **double-digit EBITDA improvement** across multiple hospitals, reduced contract labor 30%, increased nurse/CNA retention 20%, and rebuilt physician leadership structures and governance infrastructure across multiple markets.
- Named **2020 C-Suite Executive of the Year** (Northwest Arkansas Business Journal) for coalition leadership, measurable community impact, and sustained organizational performance in a complex multi-state environment.

I understand what it means to operate a complex health system under financial, regulatory, and operational pressure simultaneously. That is not a description of ideal conditions — it is a description of every role I have held. The culture-first operating philosophy I deploy — **Communication, Collaboration, Culture, Perseverance, and Trust** — is not a framework I present. It is the system I have built and proven in practice, and the numbers that follow from it are the proof.

The attached **Qualifications Crosswalk maps every standard requirement for C-suite healthcare leadership directly to my background, with metrics, outcomes, and bridge narratives where applicable**. I built it so your evaluation is straightforward.

I welcome and look forward to our conversation.

Respectfully,

Kelvin L. Parks, M.A.

Attachments

Qualifications Crosswalk

Resume

KELVIN L. PARKS, M.A.

Hospital President · CEO · COO · SVP Operations · Market President · PE-Backed Platform Leader
Greater Orlando, FL · Available Nationally · 479-339-9381 · k.l.parks@att.net · Career Portfolio

QUALIFICATIONS CROSSWALK | C-Suite Healthcare Executive

1 · EXECUTIVE LEADERSHIP & P&L MANAGEMENT

REQUIREMENT	EVIDENCE & QUALIFICATION
Full P&L accountability for multi-site health system	\$500M–\$580M P&L — VHSO (78 beds, 7 clinics, 3 states, 60,000+ patients, 1,800+ FTEs). Enterprise Interim CEO at Select Medical — 12%+ EBITDA margin improvement across multi-market platform with full P&L, regulatory, and operational accountability.
CEO / President-level scope	CEO, VHSO (2018–2022); CEO SSH Orlando North (2022–2024); Enterprise Interim CEO, Select Medical (2024–2025). 15+ continuous years of CEO/COO-level accountability . Named Talk Business & Politics CEO of the Year.
Multi-site / multi-state operations	3-state VA system; 7 clinical sites; nationwide portfolio across multiple concurrent markets. Lovell FHCC: 407-bed dual-agency enterprise, 3,000+ staff, \$500M+ .
Financial stewardship & budget management	100% compliance across 13 nationally tracked financial KPIs — only facility in the regional network. Avoided ~\$10M in operating expenses (VHSO); \$11M in personnel costs (Lovell); ~\$1.2M annually (Select Medical contract labor). \$60M+ capital portfolio on time/on budget.

2 · QUALITY, ACCREDITATION & PATIENT SAFETY

REQUIREMENT	EVIDENCE & QUALIFICATION
Joint Commission accreditation	Zero Immediate Threat to Life and zero High SAFER findings (VHSO). Joint Commission reaccreditation delivered across multiple Select Medical hospitals during CEO transitions. Rescued jeopardized accreditation by designing real-time quality dashboard and risk committee — exceptional results on all critical factors .
CARF certification	CARF survey — only 2.5 recommendations out of 1,632 standards . Comprehensive survey preparation; committee governance; sustained 51 successful internal/external oversight reviews in a single fiscal period.
High Reliability Organization (HRO)	Malcolm Baldrige Field Examiner (NIST) credentialed to build enterprise excellence framework. Implemented HRO leadership strategies: Leader Rounding, Safety Forums, Daily Huddles, Visual Management Systems. 8 master certified clinical trainers across the system .
Crisis management / patient safety events	Directed first pathology lookback in VA history — 33,806 cases, Incident Command Center, 52 consecutive public town halls under Congressional, OIG, and DOJ scrutiny. Crisis framework adopted nationally; Congressional legislation enacted based on the model.

3 · OPERATIONS, WORKFORCE MANAGEMENT & CULTURE TRANSFORMATION

REQUIREMENT	EVIDENCE & QUALIFICATION
Labor optimization & workforce management	Contract labor reduced 30% ; nurse/CNA retention increased 20% (~\$1.2M annual savings) Select Medical enterprise. Agency-free nursing operations achieved for the first time in over a decade (SSH Orlando North). Staffing grown 1,382→1,610 FTEs at VHSO while resolving labor-management conflict and reducing union grievances.
Employee engagement & culture transformation	Best Place to Work +16.2-point improvement — top 10% nationally. Servant Leadership Index +11.7. Trust >90, Respect >93. 100% Healthcare Equality Index. RN turnover: worst → best national quintile. Employee survey participation 85% (SSH West Tennessee).
Physician alignment & medical staff engagement	Rebuilt physician leadership structure at multiple Select Medical facilities. Telemedicine-based physician coverage model: \$1M+ annual savings , full physician satisfaction maintained. Comprehensive physician engagement is embedded in every operational turnaround. Planetree Gold Certification; Becker's Hospital Review best hospital recognition.
KPI monitoring & operational data analysis	Built enterprise dashboards covering census, payor mix, clinical quality, labor productivity, capital status, and accreditation readiness — real-time variance detection and rapid course correction . Improved PM completion 68%, work-order completion 88%, deficiency resolution 78 days → 2 days.

4 · STRATEGIC PLANNING, BOARD GOVERNANCE & STAKEHOLDER RELATIONS

REQUIREMENT	EVIDENCE & QUALIFICATION
Strategic planning & execution	Developed and executed multi-year operational plans integrating capital deployment (\$60M+), workforce growth (228+ FTEs), physician engagement, and community partnerships — all aligned to financial and quality goals. Presented strategy to VA Central Office, congressional delegations, and board-level stakeholders.
Board governance	Full board-facing governance at CEO level across VA and private sector. Recruited and reengaged governing board at SSH West Tennessee. NW Arkansas Council Healthcare Transformation Division Board Member; UAMS Advisory Board .
Congressional / federal / regulatory navigation	Navigated OIG, DOJ, and Congressional oversight simultaneously during national crisis. VA/DoD integration solution embedded in National Defense Authorization Act . Direct analogue to CI Agreement and heightened regulatory environments.
Community & stakeholder engagement	NWA Council coalition; UAMS Advisory Board; NWA Safe and Strong Campaign. First VA joint-venture clinic with major national retailer — \$7M in costs eluded , rural Veteran access secured. Managed congressional briefings, DOJ/OIG coordination, VSO, and labor stakeholder relations across multi-state unionized workforce.

5 · PE-BACKED PLATFORM & PRIVATE-SECTOR HOSPITAL LEADERSHIP

REQUIREMENT	EVIDENCE & QUALIFICATION
PE-backed/private-sector hospital experience	Enterprise Interim CEO, Select Medical — publicly traded, PE-influenced specialty hospital company. Full P&L, EBITDA management, regulatory oversight, and governance alignment across multi-market platforms during CEO transitions. 12%+ EBITDA margin improvement per engagement.
Turnaround / transition leadership	Operational continuity restored within 90 days of executive turnover (SSH St. Louis). Full cultural and financial turnaround (SSH West Tennessee). Agency-free operations (SSH Orlando North) for the first time in over a decade.
Multi-market integration & standardization	Standardized governance, performance reporting, and operational controls across multi-market hospital platforms — clarifying site and regional accountability during concurrent CEO transitions. VA/DoD integration across 6 directorates, 3,000 personnel, 3 military branches — solution embedded in federal legislation.

6 · CAPITAL PROGRAMS, GROWTH & ACCESS EXPANSION

REQUIREMENT	EVIDENCE & QUALIFICATION
Capital program management	\$93.6M capital portfolio — 7 projects, 140,000 SF — all delivered on time and within budget. 3 replacement CBOCs (\$35M, 127,000 SF); \$10M step-down expansion; \$9.5M mental health facility activated in 90 days; \$28M rehabilitation investment secured.
Census / volume growth	Unique patient volume grown from 54,000 → 60,000+ (63% market penetration) . 20% caseload growth in 2 years (Manchester VA). Census growth delivered at SSH West Tennessee within 9 months.
Required qualifications — Education	Master of Arts, Management & Leadership — Webster University. Bachelor of Science, Organizational Management — Victory University. Direct match on both degrees.
15+ years senior executive leadership	CEO, COO, and Enterprise Interim CEO continuously since 2008. 15+ years of direct C-suite health system accountability. Named Talk Business & Politics CEO of the Year.

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HOSPITAL PRESIDENT | CHIEF EXECUTIVE OFFICER | CHIEF OPERATING OFFICER | SVP OPERATIONS | MARKET PRESIDENT

Healthcare system executive with 15+ years leading multi-site acute care and health system operations, including 7+ years as health system CEO across a **\$580M, 78-bed academic medical center** with seven affiliated clinics across three states serving 60,000+ patients annually, 8+ years as COO across federal and private-sector health systems, and private-sector hospital CEO experience with full P&L accountability and proven **EBITDA improvement**. Named Talk Business & Politics CEO of the Year for coalition leadership and measurable community impact. Founder of C3PT Executive Solutions, providing interim executive leadership and board-level advisory to healthcare organizations. Expertise spans operational excellence, KPI-driven performance management, budgeting and forecasting, continuous process improvement, technology adoption, regulatory compliance, cross-functional project leadership, and succession planning.

CORE COMPETENCIES

Multi-Site Operational Leadership | P&L Management & EBITDA Optimization | KPI Monitoring & Operational Data Analysis | Budgeting, Forecasting & Cost Management | Continuous Process Improvement | Technology & Process Innovation | Culture of Innovation & Accountability | Physician Engagement & Shared Governance | Succession Planning & Leadership Development | Strategic Planning & Execution | Turnaround & Performance Recovery | Regulatory Compliance & Accreditation | Cross-Functional Project Management | Stakeholder Engagement | Capital Program Management | HRO & Baldrige Excellence | Board Governance | PE-Backed Platform Leadership

PROFESSIONAL EXPERIENCE

C3PT Executive Solutions, LLC | Orlando, FL

October 2025 – Present

Principal & Founder

Strategic advisory · Interim/Fractional CEO/COO leadership · Healthcare & Faith-Based Organizations · Nationwide

- Provide **interim executive leadership, operational diagnostics, and board-level advisory** to healthcare organizations on a selective engagement basis, supporting multi-site operational improvement, physician alignment, service-line expansion, governance strengthening, and technology adoption grounded in Communication, Collaboration, Culture, Perseverance, and Trust.
- Support organizations navigating **M&A integration, community care partnerships, and capital planning**, translating strategic objectives into actionable operational plans, policies, and procedures with measurable milestones.

Select Medical | Select Specialty Hospitals | Orlando, FL

2022 – 2025

Enterprise Interim Chief Executive Officer

Multi-market private-sector turnaround · Full P&L, regulatory, and operational accountability · Nationwide

- **Improved facility EBITDA margins from sub-breakeven to 12%+ within the first operating year** of each engagement by restructuring operations, standardizing staffing models, and aligning service delivery to organizational financial goals.
- **Reduced contract labor by 30% and increased nurse/CNA retention 20%**, saving ~\$1.2M annually through workforce redesign, schedule optimization, and culture-driven engagement programs.
- **Rebuilt executive leadership teams and governance infrastructure** across multiple markets, restoring board confidence, physician relationships, and referral-partner trust; drove succession planning and professional development within each facility leadership team.
- Rescued jeopardized Joint Commission accreditation by designing a **real-time quality dashboard and risk committee structure**, delivering reaccreditation with exceptional results across all critical survey factors during active CEO transitions.

Veterans' Healthcare System of the Ozarks (VHSO) | Fayetteville, AR

2016 – 2022

Chief Executive Officer (2018 – 2022) | Chief Operating Officer (2016 – 2018)

Academic-affiliated 78-bed inpatient medical center · 7 clinics · 3 states · \$500M–\$580M · 1,800+ FTEs · 60,000+ patients annually

- **Managed \$500M–\$580M annual budgets** achieving 100% compliance across 13 nationally tracked financial indicators — the only facility in the regional network — while standardizing referral protocols, access standards, and performance dashboards across a 7-clinic, 3-state network, avoiding ~\$10M in operating expenses and driving **20% caseload growth** with no additional direct cost.
- Implemented a Baldrige-informed high-reliability operating model, achieving **zero Immediate Threat to Life and zero High SAFER findings** during Joint Commission survey, a CARF result of only 2.5 recommendations out of 1,632 standards, and 51 successful oversight reviews in a single period.
- **Built a high-accountability culture** through shared governance, driving Best Places to Work up 16.2 points, Servant Leadership Index up 11.7 points, Trust >90, Respect >93, and FTE growth from 1,382 to 1,610 — earning Planetree Gold Certification and recognition by Becker's Hospital Review as one of Arkansas' best hospitals.
- As COO, directed three replacement clinic projects (\$35M, 127,000 sq. ft.), a \$10M step-down expansion, and a \$9.5M mental health facility — **all on time and within budget** — while driving OR turnover up 35%, first-case delays down 20%, and environment-of-care deficiency resolution from 78 days to 2 days.

Captain James A. Lovell Federal Health Care Center | North Chicago, IL

2008 – 2014

Assistant Chief Operating Officer · VA/DoD Integration Project Manager

Nation's first fully integrated VA/DoD acute care center · 407-bed · \$500M+ · 3,000+ staff · 80,000+ patients

- **Led the unification of two federal agencies** into a single operational structure while protecting Navy readiness and maintaining care continuity, navigating congressional delegations, senior DoD and VA executives, labor organizations, and community stakeholders to align all parties behind one governance framework — delivering full integration on time with **\$11M in documented cost avoidance** and establishing a model adopted nationally as the federal health-system integration template.
- Managed integration of 6 clinical and administrative directorates across 3 military branches and VA, aligning budgets, staffing models, and clinical protocols while maintaining uninterrupted care for **80,000+ patients** and protecting military medical readiness requirements.

Manchester VA Medical Center | Manchester, NH

2014 – 2016

Chief Operating Officer / Associate Medical Center Director

\$170M · 30-bed nursing home · 4 CBOCs · 1,300 employees · primary, secondary & specialty care · New Hampshire

- Implemented web-based scheduling, cross-facility staff training, and standardized access workflows while building community care partnerships and establishing the region's **first 5-Star Veteran Experience Office**, driving **20% caseload growth** with no additional direct cost.
- Proactively engaged Congressional offices, Veteran Service Organizations, and community stakeholders to rebuild public trust and strengthen referral partnerships, directly supporting volume growth across **4 community-based outpatient clinics** serving 1,300 employees.

EDUCATION | CERTIFICATIONS | AFFILIATIONS

Master of Arts, Management & Leadership · Webster University

Bachelor of Science, Organizational Management · Victory University (Crichton College)

ACHE Member · CEO of the Year — NW Arkansas Talk Business & Politics · OPM Senior Executive Service (SES) Certified

Former Malcolm Baldrige Field Examiner

U.S. Navy, Chief Yeoman (AW), Retired