

KELVIN L. PARKS, M.A.

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CEO | COO | MULTI-SITE ENTERPRISE OPERATIONS

EXECUTIVE SUMMARY

Sixteen years of C-suite accountability across \$1.25 billion, 8 organizations in 7 states, and 6,000+ employees led. Single-enterprise budget authority to \$580 million, with a full executive staff spanning Finance, Human Resources, Information Technology, Logistics and Contracting, Facilities Engineering, and the Business Office. Directed capital improvement programs, procurement and contracting, multi-site facilities and logistics, shared-services consolidation, organized labor relations, emergency management and incident command, and performance reporting to external oversight. **Delivered 100% compliance on all 13 nationally tracked financial indicators for four consecutive years, the only enterprise in the regional network to do it. Every year of it under a board, a cabinet Secretary, or a congressional committee.** Master of Arts in Management and Leadership and Bachelor of Science in Organizational Management, within the Business Administration and Public Administration disciplines. OPM SES Certified. Trained Malcolm Baldrige National Quality Award Field Examiner (NIST). ICS-400 Incident Commander. 20-Year U.S. Navy veteran, Retired Navy Chief.

CORE COMPETENCIES

Enterprise Executive Leadership | Public Sector and Government Operations | Strategic Plan Development & Execution | Board Governance & Board Relations | Day-to-Day Operations & Organizational Performance | Multi-Site Operations Management | Financial Management, Budgeting, Contracts & Procurement | Capital Improvement Programs & Infrastructure Delivery | Facilities, Engineering & Environment of Care | Supply Chain, Logistics & Contracting | Shared Services Consolidation | Human Resources, Organized Labor & Workforce Relations | Recruitment, Retention & Succession Planning | Emergency Management & Incident Command (ICS-400) | Continuity of Operations & Crisis Leadership | Regulatory Compliance & Accreditation Readiness | Internal Controls & Risk Management | Performance Dashboards & KPI Reporting | Process Improvement (Lean, High Reliability, Baldrige) | Malcolm Baldrige Performance Excellence | Technology & Enterprise System Implementation | Elected Officials, Legislative & Intergovernmental Relations | Congressional Testimony & Public Oversight | Transparency & Public Accountability | Community Engagement & Public Town Halls | Crisis Communications & Media Relations | Public-Private Partnerships | Organizational Turnaround & Stabilization | Merger & Workforce Integration | Change Management & Culture Transformation | Executive Coaching & Leadership Development | Servant Leadership | Results-Oriented Leadership

PROFESSIONAL EXPERIENCE

C³PT Executive Solutions, Greater Orlando, FL

2025 - Present

Founder & Principal | Interim & Fractional Chief Executive

Service-Disabled Veteran-Owned Small Business · Public agencies, multi-site operators, and mission-driven organizations · Nationwide

- **Serves as interim and fractional chief executive** for organizations in leadership transition, assuming full operational, financial, and governance accountability from day one and restoring performance on a defined timeline without the cost or delay of a permanent executive search.
- **Advises boards and executive teams** on strategic planning, organizational assessment, internal controls, performance dashboards, workforce and culture alignment, and executive succession, delivered against a structured 30-day operational diagnostic.
- **Builds the operating cadence that makes performance visible:** key performance indicators leaders actually use, disciplined escalation, After Action Review, and a culture framework built on Communication, Collaboration, Culture, Perseverance, and Trust.

Select Medical | Select Specialty Hospitals, Nationwide

2022 - 2025

Enterprise Interim Chief Executive Officer

Simultaneous enterprise interim chief executive accountability across multiple operating campuses in multiple states · Full P&L from sub-breakeven to 12%+ EBITDA · Joint venture governing board voting member

- **Drove EBITDA from sub-breakeven to 12%+ at every engagement** through disciplined P&L management, a 30% reduction in contract labor, and revenue cycle optimization, with full budget, regulatory, and governance authority from day one.
- **Reduced contract labor 30% and improved frontline retention 20%**, saving approximately \$1.2M annually per site, and achieved agency-free staffing for the first time in over a decade at the Orlando North campus.
- **Rebuilt leadership structures and external partnerships within 60 days at every engagement**, restoring volume growth, market credibility, and satisfaction scores by 23 points, and returning national accreditation standing that was in jeopardy.

Veterans Health Care System of the Ozarks (VHSO), Fayetteville, AR

2018 – 2022

Chief Executive Officer | Medical Center Director

Academically affiliated multi-site public enterprise · 7 community locations across AR, MO, OK · \$500M–\$580M budget · 1,600+ FTEs · 60,000+ served annually · SES

- **Managed \$500M–\$580M budgets with 100% compliance across all 13 nationally tracked financial indicators** for four consecutive years, the only enterprise in the regional network; \$17M+ in operating cost avoidance.
- **Served as the public face of the enterprise through a first-of-its-kind federal investigation:** established an incident command center, conducted 52 consecutive weekly public town halls, briefed Congressional committee staff and national media on the record, preserved accreditation and community trust; protocol codified in national policy.
- **Grew the served population from 54,000 to 60,000+ with 63% market penetration** through service expansion, technology-enabled access, and three replacement facility activations delivered on scope and within budget.
- **Built the first joint venture in the organization's history**, avoiding \$7M in capital while expanding public access, and secured a \$28M program investment. Named CEO of the Year.

Veterans Health Care System of the Ozarks (VHSO), Fayetteville, AR

2016 – 2018

Chief Operating Officer | Associate Medical Center Director

\$500M+ tri-state integrated enterprise · \$93.6M capital portfolio (7 concurrent projects, 140,000 sq ft) · Direct reports: CFO, HRO, Business Office, OI&T, Logistics, Facilities

- **Directed a \$93.6M capital portfolio (7 projects, 140,000 sq ft)**, including three replacement facilities and a \$9.5M, 20-bed residential facility activated in 90 days, on scope and within budget, plus \$13.5M across 23 non-recurring maintenance projects and \$14.4M in equipment procurement.
- **Designed and deployed the Enterprise Risk and Readiness Charter with Severity Index Dashboard:** deficiency resolution improved from 78 days to 2 days, preventive maintenance completion improved 68%, and the enterprise cleared its triennial accreditation survey with zero high findings.
- **Standardized shared-services operations** across Finance, HR, Business Office, IT, and Logistics, building the internal control infrastructure that delivered 100% financial compliance upon CEO transition.
- **Rebuilt the workforce after a two-year staffing reduction:** grew the organization from 1,382 to 1,610 employees, moved turnover from the fifth national quintile to the first, and reduced grievances.

Manchester VA Medical Center, Manchester, NH

2014 – 2016

Chief Operating Officer

\$170M operating budget · 30-bed residential care facility · Four community service locations · 1,300+ employees · 30,000+ constituents served statewide

- **Stabilized operations and restored access metrics** during the highest-scrutiny period in the agency's national history, under direct Congressional and White House oversight, implementing web-based scheduling and standardized workflows that drove 20% caseload growth at no added direct cost.
- **Managed a \$10.5M non-recurring maintenance construction portfolio** and built the region's first 5-Star Experience Office as the single accountability point for customer experience, community engagement, and service recovery.

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 federal enterprise · \$500M enterprise · 3,000 VA and Navy staff · 140,000 beneficiaries and 49,000 Navy recruits · 3 military branches

- **Led the first full staff integration between two cabinet-level departments in U.S. history:** designed the single organizational structure and six directorates, and mapped 533 positions with zero workforce disruptions and \$11M in documented cost avoidance.
- **Authored the Transfer of Personnel Executive Decision Memorandum recorded in the 2010 NDAA**, memorialized in an Executive Agreement signed by the Secretaries of Defense and Veterans Affairs and the Secretary of the Navy; led discussions with Senate and House Armed Services Committee staff and crafted legislative language enacted into law.

EDUCATION | CERTIFICATIONS | RECOGNITION

Master of Arts, Management & Leadership, Webster University

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

OPM Senior Executive Service (SES) Certified · Trained Malcolm Baldrige National Quality Examiner · ICS-400 Incident Commander

CEO of the Year · Author, Transitioning Towers · Yeoman Chief (Aviation Warfare), U.S. Navy, Retired