

James E. Parsons, CHHR, SPHR, FACHE, SHRM-SCP
Professional Profile

James E. Parsons, CHHR, SPHR, FACHE, SHRM-SCP, Chief Human Resources Officer/ Vice President Human Resources, Mountain States Health Alliance, Johnson City, Tenn.

WORK EXPERIENCE

Mountain States Health Alliance 12/05 to Present

Vice President Human Resources/Chief Human Resources Officer – Responsible for all Human Resource, Organizational Development, HealthPro Staffing Company, Volunteers, Pastoral Care, and Employee Health functions for a 13 hospital (1,862 Beds) 9,000 employee healthcare system.

- Worked with leadership to support the HR function as MSHA grew from a 6 hospital to 13 hospital system.
- Aligned Human Resources to support MSHA Baldrige business model resulting in improved engagement of staff.
- Worked with leadership to build the MSHA Leadership Academy to support the growth of MSHA's leaders.
- Worked with a team of front line staff to develop programs to support the over 50 workforce which ended up in MSHA receiving AARP Employer of Choice Award.
- Developed and implemented a strategic workforce plan for Human Resources focusing on recruitment, retention and staff development. Resulted in decreasing turnover from 21% to 15% for the system.
- Created a staffing company (HealthPro) and scholarship program, with the support of nursing, to help eliminate over \$8 million in contract nursing labor.
- Created and implemented a fully integrated and centralized talent management software system consisting of an Applicant Tracking, Performance Mgt, Tuition Assistance, Succession Planning and Learning Mgt. (CBL's)
- Implemented a new hire screening process that resulted in reducing 1st year turnover from 28% to 15%.
- Centralized the HR functions for all hospitals into one corporate office. Centralization resulted in a cost savings of over \$475,000 to the system.
- Developed a new hire process consisting of pre-hire video, MSHA Values/Standards Acknowledgement Form, Values Evaluation Software tool and Peer Interviewing system to better link the Mission, Vision and Values of MSHA with new hires.
- Developed a comprehensive HR metric tracking system for each hospital and the system linking Human Capital metrics to MSHA's strategic initiatives.
- Created a Multicultural Diversity Committee made up of employees and community members to help MSHA address some of the cultural diversity issues in the workforce.
- Developed a new recruitment program titled Project Employment Hope where MSHA works with 10 local agencies to help place underserved adults in MSHA.
- Developed and implemented a centralized comprehensive OnBoarding system for Executives and Directors based upon the ACHE model for OnBoarding.
- Lead the "Workforce" category when MSHA won the Tennessee Center for Performance Excellence's highest quality award in 2005 and 2009. MSHA is one of only two businesses in TN to win the TNCPE level four award twice.

Mountain States Health Alliance 7/04 to 12/05

Corporate Director Human Resources – responsible for the Human Resources Functions for a 6 hospital system with 6,000 employees.

Nash Health Care Systems 9/99 to 7/04

Vice President Human Resources -responsible for Human Resources, Food and Nutrition Services, Environmental Services, Safety, Corporate Compliance (HIPPA Implementation), Occupational Health and Security functions for a 4 hospital, 2,000 employee system. The system consists of a Psychiatric Hospital, Acute Care Hospital, Rehabilitation Hospital, and Outpatient Surgery Hospital. The following accomplishments were made while at NHCS:

- Redesigned the HR function to better support employees; to include physical layout and HR department structure.

- Responsible for implementing all HIPPA requirements in 2003. Implementing all HIPPA regulations as they pertain to physicians, medical records, patients, employees, and other protected health information entities.
- Re-negotiated benefit contracts to save the system \$850,000 over a two year period.
- Supervised the installation of a multi-million dollar Human Resources Information System. (LAWSON).
- Increased patient satisfaction in Food and Nutrition department. Previous scores ranged from 65 to 70 with current scores hitting the benchmark of 90th percentile.
- Created several new programs in Food and Nutrition department Chick Filet, Pizza Hut, Mobile Food Cart, Krispy Cream Doughnuts, and Heat on Demand System for patients.
- Improved the number of health care related benefit vendors from 18 to 3 for a more manageable system.
- Implemented a Paid Time Off (PTO) program to replace a traditional Vacation/Holiday/Sick leave program.
- Worked with Pension Committee and Board on all retirement matters for a 250 million dollar Plan. Developed first formal investment policy for Plan.
- Completely revised the Human Resources Policy and Procedure book. Revised 47 policies in 13 months.

Saint Francis Hospital 4-96 to 9/99 (HCA- Hospital)

Director Human Resources/Marketing/Risk Mgt. Responsible for all Marketing/Human Resources/Risk Mgt. activities for a 200 bed 715-employee hospital. Also responsible for coordinating state wide Human Resource activities for 7 hospitals in WV. Responsible for advertising and marketing efforts in a very competitive physician driven market. Responsible for all insurance and risk management programs to help reduce the overall liability to the hospital. In addition the following accomplishments were achieved while at Saint Francis Hospital:

- Facilitated all corporate activity for Human Resources within the state of WV for items such as annual benefit enrollment, Human Resources related contract negotiations and educational activities for other HR Directors. In addition to communicating all corporate HR information to the 7 various hospital CEO's and HR Directors.
- Negotiated statewide temporary personnel contract with Kelly Temporary Services. Resulted in 35% savings statewide.
- Negotiated state wide benefits enrollment process, which included reviewing RFP's and all final contracts.
- Implemented statewide legal services agreement to provide employment legal services, resulted in a 30% savings.
- Centralized the Workers Compensation process on a statewide basis to achieve more efficiency and cost savings.
- Re-negotiated Saint Francis Hospital's voluntary programs to achieve an average cost reduction per employee of 46%.
- Implemented Staffing Policy that reduced staff during slower summer months. Policy was greatly accepted by both Administration and the employees. Resulted in fewer employees flexing during the summer months.

EDUCATION

Marshall University, Bachelors Business Administration (Specializing in Health Care)

Marshall University, Masters of Science in Management (Specializing in Health Care)

Certifications

SPHR, Senior Professional in Human Resources National Certification

FACHE, Certified Healthcare Executive – American College of Healthcare Executives

CHHR, Certified in Healthcare Human Resources – AHA certification

SHRM-SCP, Society for Human Resources Management Senior Certified Professional

PROFESSIONAL AFFILIATIONS OUTSIDE OF ASHHRA

- 2015-2018 Board Member of the Governors Northeast TN Workforce Board
- 2012-2018 Board Member, Tennessee Rural Partnership Board (Will be Chair in 2017)
- 2013-2018 Board Member NorthEast State Community College
- 2012-2016 Tennessee Hospital Association Finance Committee Member
- 2009,2011-13 Senior Examiner for the United States Malcolm Baldrige Award Program
- 2006,2008,2010 Examiner for TNCPE (Tennessee Center for Performance Excellence)
- 2008-2010 Member of Premier's National Human Resources Committee

- Past Board Member United Way of Rocky Mount
- Past Board Member (President) Big Brothers Big Sister of Northeastern North Carolina
- Past Board Member Rocky Mount's Mayor's Commission on Disabilities
- Past Board Member American Red Cross

ACCOMPLISHMENTS AT ASHHRA NATIONAL/REGIONAL/CHAPTER LEVEL

- 2016-2018 AHA Certification Committee (Writes the questions for the CHHR exam.)
- 2015-2016 Board Member, ASHHRA National Board of Directors
- ASHHRA's Advocacy Committee 2005-2010

CANDIDATE STATEMENT

I am applying for the VP position because I have seen the great work the Board has done over the past several years and would like to continue to contribute to the mission of ASHHRA, and I would enjoy serving as the VP and eventually the President of the Board. I have helped create several financial reports over the past couple years to track and manage this area. I also feel my background helps me better understand the financial challenges facing ASHHRA and allowing us to pursue partnerships and programs to help overcome those challenges.