

KELLY THOMAS COATES, MBA

ASSOCIATE

Recent Work Experience

- **Associate Vice President, Clinical Support Services, UTMB–Correctional Managed Care**
Responsible for ancillary services to include radiology, mammography, MRI, respiratory therapy, ambulance transport, optometry, physical therapy, occupational therapy, electronic medical records, and information technology for the state of Texas' correctional care HMO, which is comprised of 120,000 covered lives. Responsible for leading quality and performance improvement, educational and certification activities and organizational development for an organization of 3200 staff members and 85 locations. Senior leader with operational responsibility for 10 direct reports, 300 staff, and \$45 million budget. As senior leader charged with leading the Lean Six Sigma initiative, trained 275 managers over 9 months in 9 different training sessions leading to 50 project teams. Created dashboards, scorecards, and a monthly Flash Report to link strategy and performance for all support areas. Created New Employee Orientation team to revamp and revise the process to reduce new employee turnover in the first 18 months of employment. Certified as a Baldrige Examiner for Quality Texas.
- **ECPI College of Technology, Newport News, Virginia**
Responsible for leading a SACS accredited technical college campus with 450 students offering Associate's and Bachelor's degrees in information technology related fields. Evaluated and restructured the current Continuing Education department resulting in a student population increase of 40%. Implemented a new faculty development program to improve educational delivery in the classroom. Evaluated and developed a restructuring of the Career Services' department resulting in increased placement rates from 59% to 82% in 6 months. Developed and implemented a student retention strategic plan which examined quality of education at the campus and improved retention by 20% over prior year.
- **State of Vermont, Department of Correction**
As part of the J Allen and Associates team, I assisted the DOC in its effort to assess the performance of its third-party contractor in their delivery of care. This project included a review of staffing plans, organizational structure, pharmacy operations, and adherence to practice standards.
- **California Attorney General's Office (medical services)**
For the past 6 years, the J Allen and Associates team has assisted the California AG's office with various correctional healthcare management programs in their ongoing oversight by the Federal Courts.



Education:

Degree: MBA

Year: 1989

School: University of Texas at Austin

Degree: Bachelor of Arts,
Biology

Year: 1985

School: University of Texas at Austin

Military Service:

Lieutenant Commander
United States Navy