



KELLY COATES

MBA

EDUCATION

MASTER OF BUSINESS ADMINISTRATION

University of Texas at Austin | 1989

BACHELOR OF ARTS, BIOLOGY

University of Texas at Austin | 1985

WORK EXPERIENCE

ASSOCIATE VICE PRESIDENT, OPERATIONS

University of Texas Medical Branch—Correctional Managed Care | 2008-Present

- Senior leader with operational and financial responsibility for 41 outpatient clinics to include 5 direct reports, approximately 1,000 staff, and a \$100 million budget.
- Responsible for ancillary services to include radiology, mammography, respiratory therapy, ambulance transport, optometry, physical therapy, occupational therapy, electronic medical records, dietary services, and information technology for the state of Texas' correctional care HMO, comprised of 120,000 covered lives across 83 locations.
- Led quality and performance improvement initiatives, educational and certification activities, and organizational development for an organization of 3,000 staff members.
- Created and led major Lean Six Sigma initiatives, training 275 managers over 9 months in 9 different training sessions leading to 50 project teams. Certified as a Lean Six Sigma Black Belt.
- Created dashboards, scorecards, and a monthly Flash Report prototypes to link strategy and performance. Developed Key Performance Indicators benchmarked against HEDIS guidelines.

CAMPUS PRESIDENT

ECPI College of Technology

Newport News, Virginia | 2007-2008

- Responsible for leading a SACS accredited technical college campus with 450 students offering associate 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%.
- Evaluated and developed a restructuring of the Career Services' department resulting in increased placement rates from 59% to 82% in 6 months.

BLOOD BANK SALES SPECIALIST

ImmucorGamma, Inc.

Dallas, Texas | 2005-2006

CONTACT INFORMATION

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Conroe, TX 77304

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WORK EXPERIENCE CONTINUED

GENERAL MANAGER

Mobile Surgical Technologies, Inc.
Dallas, Texas | 2005-2006 | 2007

EXECUTIVE DIRECTOR/ ASSISTANT EXECUTIVE DIRECTOR/ CORPORATE DIRECTOR OF STUDENT SERVICES

Westwood Colleges
Fort Worth, Texas and Denver, Colorado | 2001-2005

PROFESSIONAL/INSTITUTIONAL HEALTHCARE REPRESENTATIVE

Pfizer, Inc. – Roerig Division
Houston, Texas | 1995-2000

SENIOR ADMINISTRATIVE ASSISTANT II

Baylor College of Medicine, Department of Otolaryngology
Houston, Texas | 1995

CONSULTING EXPERIENCE

ASSOCIATE

Correctional Healthcare Management | 2015-Present

- **California Department of Corrections and Rehabilitation (CDCR)**
Participated in a multi-site comprehensive assessment of CDCR's mental health programs providing systems analysis and recommendations.
- **California Multi-County Mental Health Project**
Participated in conducting a feasibility assessment for several large county jails evaluating the creation of a shared consolidated centralized mental health facility.
- **State of Georgia**
Participated in conducting unit site visits and comprehensive assessments of Georgia's healthcare spaces to assist the state in better understanding how the existing facilities and their design/conditions support the mission of the Georgia Department of Corrections and the Georgia Department of Juvenile Detention.
- **Wake County, North Carolina**
Participated as part of a 5-member team that has assisted Wake County for the past 3 years. This ongoing project has included a staffing study, a policy and procedure rewrite, and the development of an offender health plan.
- **San Diego County Sheriff's Department**
Working with the San Diego County Sheriff's Department and their outside counsel in defense of a class-action lawsuit, *Dunsmore v. San Diego County Sheriff's Department*, related to medical, dental, and mental health services delivered by their contracted healthcare provider.