

Dr. James E. Parsons DBA, FACHE, SHRM-SCP, CHHR

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Education

- Marshall University, Bachelor's Business Administration (Specializing in Health Care)
- Marshall University, Master of Science in Management (Specializing in Health Care)
- Marshall University, Doctor of Business Administration (Specializing in Health Care)

Certifications

- 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

Teaching Philosophy

My teaching philosophy emphasizes applied learning and experiential engagement. I aim to connect theory to real-world healthcare challenges by integrating case studies, simulations, and strategic analysis. By drawing upon my professional experience, I foster an environment that encourages critical thinking, ethical decision-making, and leadership development in healthcare professionals.

Teaching Experience

Marshall University- December 2026-Present

Adjunct Faculty

- Teach graduate courses in Human Resources and Business Management.
- Develop course content, lectures, and case studies to integrate academic theory with real-world healthcare and HR leadership experience.
- Mentor and advise students on professional development and career pathways in HR and healthcare leadership.

Midway University- September 2025-Present

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- Develop course content, lectures, and case studies to integrate academic theory with real-world healthcare and HR leadership experience.
- Mentor and advise students on professional development and career pathways in HR and healthcare leadership.

UK King's Daughters Leadership Academy 2019-2021

Developed and delivered presentations monthly to leadership within the organization on management principles, such as leadership methods, Human Resources legal updates, and talent development.

St. Elizabeth Leadership Academy 2019-2021

Developed and delivered presentations monthly to leadership within the organization on management principles, such as leadership methods, Human Resources legal updates, and

talent development.

Mountain States Health Alliance Leadership Academy 2005-2018

Developed and delivered a presentation monthly to leadership within the organization on management principles, such as leadership methods, Human Resources legal updates, and talent development.

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Publications

- Parsons, James E. 2026. The relationship between registered nurse burnout, organizational engagement, and quality outcomes in acute care hospitals. Ph.D. diss., Marshall University, <https://go.openathens.net/redirector/uky.edu?url=https://www.proquest.com/dissertations-theses/relationship-between-registered-nurse-burnout/docview/3322797970/se-2> (accessed April 2, 2026).
- Parsons, J. (2019). Addressing Workforce Challenges in Healthcare Calls for Proactive Leadership. *Frontiers of Health Services Management*.
- Parsons, J. (2010). *Best Practices in Integrated Talent Management*. Bersin and Associates.

Presentations

- ASHHRA 2026 Conference, The Relationship Between Registered Nurse Burnout, Organizational Engagement, and Quality Outcomes in Acute Care Hospitals
- Marshall University Student Research Symposium, April 2025, Registered Nurse Burnout and the Impact on Engagement and Quality in Hospitals
- Appalachian Regional Business Symposium, April 2024, Physician Well-Being and Healthcare Quality: Unraveling the Consequences of Burnout in Primary Care Settings
- Bersin and Associates Conference, Best Practices in Integrated Talent Management, September 2010

Research

Doctoral Program Dissertation, Registered Nurse Burnout and Its Impact on Engagement and Quality Outcomes in Acute Care Hospitals

- Methodology: Quantitative study using validated instruments (Maslach Burnout Inventory, UWES)
- Data Source: Health Resources and Services Administration (HRSA)
- Status: IRB approved; data analysis phase underway

Professional Associations

- Member of the American Society of Healthcare Human Resources Administrators (ASHHRA), President in 2018
- Member of the American College of Healthcare Executives (ACHE)
- Member of Society for Human Resource Management (SHRM)

Work Experience

University of Kentucky-King's Daughters Health System Dec. 2022-Present

Vice President/Chief Human Resources Officer- Responsible for all Human Resources, Organizational Development, Environmental Services, Security, and a Child Care Center for a two-hospital 5,800-employee healthcare system that is part of the University of Kentucky Healthcare system.

- Developed and implemented a system-wide Leadership Academy to support the development of all team members.
- Worked with key stakeholders to develop and deploy the first Human Resources Workforce Strategic Plan.
- Introduced a monthly human capital dashboard tracking over 40 key HR metrics, improving executive decision-making and aligning workforce strategies with organizational performance goals.
- Developed and implemented the Diversity, Equity, and Inclusion program.
- Built and implemented a talent management and succession planning program that improved leadership pipeline readiness, resulting in 20% internal promotions.
- Worked with UK and UKKD leadership to help support the development and implementation of an Internal and Family Medicine Residency program accredited by ACGME.
- Worked with UK and UKKD leadership to support and maintain a satellite UK School of Nursing at UK King's Daughters.
- Established the UK King's Daughters Workforce Institute, securing \$500K+ in state workforce investment grants and expanding scholarship pipelines to address critical nursing and allied health shortages.
- Developed and implemented a comprehensive wellness program (Fit4Life).
- Created RiverSpan Healthcare, an internal staffing company, reducing reliance on contract labor by 20%.
- Received Best Places to Work in Kentucky in 2024 and 2025.
- Modernized many of the HR processes from a paper-based model to an electronic system, such as salary.com, a new website for recruitment, and the Workforce Institute.
- Negotiated strategic benefit contracts, securing \$450K in premium credits that expanded employee benefit options while reducing employer costs.
- Worked with leadership, leading the team to evaluate the Mission, Vision, and Values, resulting in the enhancement of our values statement to ICare (Innovation, Compassion, Accountability, Respect, and Excellence).

Saint Elizabeth Healthcare July 2018- December 2021

Senior Vice President Human Resources/Chief Human Resources Officer- Responsible for all Human Resources, Organizational Development, and Employee Health functions for a six-hospital 10,500-employee healthcare system.

- Built and launched a system-wide Leadership Academy that accelerated leadership readiness, increasing internal promotions by 25% and strengthening succession pipelines for executives and front-line leaders.
- Earned national recognition as *HRO Magazine's 2021 Talent Acquisition Team of the Year* for innovative recruitment strategies that improved candidate quality and reduced time-to-fill by 40%.

- Led development of St. Elizabeth's first workforce strategic plan, aligning HR priorities with business objectives and achieving measurable gains in retention, engagement, and workforce productivity.
- Implemented a monthly workforce analytics dashboard tracking 45+ HR indicators, enabling executives to proactively manage labor costs, retention, and performance in alignment with system strategy.
- Modernized HR operations by transitioning from paper-based to fully electronic systems, reducing processing times by 25%, enhancing compliance, and improving employee self-service access.
- Led HR integration of Dearborn Hospital and 900 associates into St. Elizabeth Healthcare in 2021, standardizing policies and practices while ensuring smooth workforce transition with minimal disruption.
- Designed and deployed a succession planning model for senior leadership, ensuring organizational stability and strengthening leadership bench strength across the system
- Received the Northern Kentucky Best Places to Work in 2021.
- Received the Kentucky Best Places to Work award in 2021.
- Developed and implemented the Diversity, Equity, and Inclusion program for St. Elizabeth.

Mountain States Health Alliance 12/05 to 7/18

Vice President Human Resources/Chief Human Resources Officer – Responsible for all Human Resources, Organizational Development, HealthPro Staffing Company, Volunteers, Pastoral Care, and Employee Health functions for a 14-hospital (1,862 Beds) 10,500-employee healthcare system.

- Led HR integration as MSHA expanded from six to fourteen hospitals with 10,500 employees, aligning policies and workforce practices across diverse entities, including retail, insurance, and academic medicine.
- Developed a system-wide talent management program that strengthened succession pipelines and improved leadership bench strength, resulting in 40% of senior positions filled internally
- Established the MSHA Leadership Academy and Physician Leadership Academy, building leadership capacity across clinical and administrative roles and increasing leader retention.
- Designed workforce programs supporting employees over age 50, earning MSHA national recognition as an *AARP Employer of Choice* and improving retention of experienced staff.
- Implemented a comprehensive workforce strategy that reduced turnover from 21% to 15% system-wide, improving workforce stability.
- Founded HealthPro, an internal staffing company, and scholarship program that eliminated \$8M+ in contract nursing labor while building a sustainable pipeline of nursing talent.
- Implemented a fully integrated talent management technology platform (ATS, LMS, succession, and performance systems), improving talent visibility and reducing administrative costs.
- Redesigned the new hire screening and onboarding process, reducing first-year turnover from 28% to 15% and improving retention of high-performing employees.
- Centralized HR functions across 14 hospitals into one corporate office, standardizing policies, streamlining communication, and accelerating deployment of enterprise-wide HR initiatives.
- Created a values-based hiring model (pre-hire video, peer interviewing, values evaluation tools) to align talent with MSHA's mission and culture, improving cultural fit and retention.
- Developed a comprehensive HR metric tracking system for each hospital, and the system, while linking the metrics to key strategic initiatives during the Strategic Planning process.
- Formed a cross-functional Diversity Committee of employees and community stakeholders, improving workforce inclusivity and strengthening community partnerships.
- Launched *Project Employment Hope* in partnership with 10 local agencies, creating career pathways for underserved adults and strengthening MSHA's role as a regional employer of choice.

- Developed and implemented a centralized, comprehensive OnBoarding system for Executives and Directors based upon the ACHE model for OnBoarding.
- Led 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.
- 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.

Academic and Professional Service

- 2019-2021 Gateway Community College Board
- 2021-2022 Chamber Northern Kentucky Grow (**Chair 2021-2022**)
- 2019-2021 Northern KY Workforce Investment Board (**Vice Chair 2021, Chair 2022**)
- 2013-2019 ASHHRA, Board Member, National Board of Directors (**President in 2018**)
- 2015-2018 Governors Northeast TN Workforce Board (**Chair 2019**)
- 2012-2018 Tennessee Rural Partnership, Board Member (**Chair in 2018**)
- 2017-2018 Tennessee Hospital Association, Board Member
- 2013-2018 NorthEast State Community College, Board Member
- 2012-2018 Tennessee Hospital Association Finance Committee, Member
- 2009,2011-13 Senior Examiner for the United States Malcolm Baldrige Award Program