

# Isaac B. Mitchell

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## Strategy Deployment Leader | Lean Continuous Improvement Coach | Project Management Professional

Strategy deployment executive leader successfully streamlining processes and financial practices to lead profitable, sustainable businesses reliably serving their customers. Progressive leadership experience across a broad range of industries, including health systems, information technology, manufacturing, and supply chain. A passion for analyzing business processes to design, implement, and measure best-in-class solutions. Armed with first-hand Toyota training in continuous improvement methodologies and lean practices that also create a growth culture inspiring employees, breeding loyalty, and driving results.

### SKILLS

Lean Manufacturing • Six Sigma • Process Improvement • Project Management • Change Management  
Forecasting • Strategic Planning • Capacity Planning • Quantitative Analysis • Quality Assurance  
Root Cause Analysis • Toyota Management System • PDCA • Kanban • Supply Chain • Agile • Scrum  
Value Stream Mapping • Process Engineering • Key Performance Indicators (KPI) Management  
Consulting • Business and Data Analytics • Benchmarking • Forecasting • Facility Planning  
Profit & Loss Statements (P&L) • Budget Management • Earned Value Analysis (EVA) • Negotiation  
Leadership • Coaching • Customer Service • Business Development • Customer Relationship Management  
Talent Development • Relationship Builder • Conflict Management • Building High-Performing Teams

### CAREER HIGHLIGHTS

- Spearheaded strategic alignment and deployment across a 21-hospital system, delivering a documented annualized ROI of \$46M with a 17x return on budget and a 12x multiplier on average employee salary for my areas of responsibility.
- Primary inventor of Patent Number US 11,989,686 B2 leading a team to design an RFID-enabled secure inventory and charge capture cabinet along with an RFID kanban bulk supply tracking to fill gaps in product offerings to meet customers' supply chain needs.
- Practiced 'The Toyota Way' A3 problem-solving technique to reduce unnecessary engineering change requests from 17% to 10% in one fiscal year for Toyota North America.
- Orchestrated the Lean facility design for the \$75M expansion of East Tennessee Children's Hospital utilizing simulation modeling resulting in an \$812K cost avoidance of two planned operating rooms and a budget savings of \$560K in equipment needs.
- Conducted value stream mapping session for Thyssenkrupp to determine correct product mix, product flow, machine needs, and labor needs to meet market demand for a \$25M plant expansion.

### PROFESSIONAL EXPERIENCE

**Ballad Health, Johnson City, TN** (September 2021 - Present)

#### ***VP, Project Management and Operational Excellence***

- Provides strategic leadership and operational oversight for Ballad Health's large-scale enterprise-wide transformation initiatives. Leads the Enterprise Project Management Office and Operational Excellence department focused on high-level projects integrated with the organization's strategy and management action plan across a 21-hospital system in 29 rural counties.
- Delivers innovative solutions through lean methodologies, agile project management, and design thinking to solve complex healthcare problems and deliver value to patients and providers.
- Smartsheet Project Management Software Migration: Transferred project management software to a web-based platform that increased stakeholder transparency and project management capacity. Developed real-time dashboards, reports, and project plans to reduce documentation sources from six to one while increasing project manager utilization by up to 30%, freeing up 3000+ administrative hours annually.

- Employee Retention and Career Path Planning: Developed a defined career path for the Enterprise Program Management Office with a job skill matrix and market rate analysis to retain employees and grow future leaders.
- Reduced surgery first-pass denials rate for Cardiology surgeries at Ballad by 85% by automating processes comparing ICD codes pre and post-surgery, flagging accounts for discrepancy, and retro-authorizing to increase revenue \$2.7M annually.

**DeRoyal Industries, Knoxville, TN (January 2018 – August 2021)**

***Director of Operations – Continuum Healthcare***

- Led the operations for a Radio Frequency Identification (RFID) supply chain growth product called Continuum, providing automated real-time inventory control, point-of-use consumption, and supply charge capture for healthcare providers, overseeing four teams and a \$14M annual budget.
- Led coordination with Engineering, Sales, Quality, and Production to convert negative pressure wound therapy units to portable aspirators for COVID-19 treatment resulting in the largest value PO in DeRoyal's history.
- Established and directed daily division-wide operational huddles to monitor key performance indicators, communicate internal team needs, and address external customer requirements utilizing agile methodologies resulting in increased productivity, team buy-in and efficient communication.
- Directed operations team, in coordination with sales, responsible for multiple product lines including negative pressure wound therapy, acute care surgical, and pharmacy programs resulting in 135% product growth and 171% revenue growth in the last three years. In addition, provided pre-sale technical assistance, ROI analysis, process improvement, implementation, and go-live support.
- Led root cause analysis across sales, manufacturing, distribution, suppliers, and engineering, which led to a 74% reduction in the occurrence rate of RFID tag malfunction in the field.
- Provided direction to the team responsible for performance monitoring of client accounts which doubled over a 3-year period.

**East Tennessee Children's Hospital, Knoxville, TN (September 2009 – January 2018)**

***Director of Business Analytics (May 2017 – January 2018):*** Led an analytics team to continually review past business performance and investigate current market trends to build actionable insights for data-driven strategic planning. Reporting to the CFO.

- Collaborated with top hospital administration and board of directors in creating a catalog to aid in the strategic planning process, including comprehensive regional market analysis, a summary of hospital key performance indicators, and prescriptive and predictive analytics models to support data-driven planning, which provided structure, consistency, and continuity of stakeholder decision making.
- Developed a facility master plan assessing and inventorying current space and future opportunities driven by market fact book predictions. Results were used to create a local pediatric urgent care network fulfilling a large gap in service to children in the community.

***Director of Lean Continuous Improvement (October 2014 – May 2017):*** Transformed lean program from a project-based initiative to a culture that empowers all employees in root cause problem solving as part of their daily work of providing ideal patient care. Reporting to the COO.

- Created an OR pre-admission workflow redesign by evaluating pre-operative patient questions in multiple EMR modules that reduced questions by 62% and consolidated EMRs to improve first-case on-time starts from 29% to 77%.
- Led kaizen event that reduced staff walking distance by 21% and created 109ft<sup>2</sup> of bench space that resulted in College of American Pathologists re-accreditation while improving staff satisfaction scores by 36%.
- Implemented the use of department-based idea boards to engage front-line staff in problem-solving. Provided coaching and mentorship to develop staff root-cause problem-solving skills.

***Lean Process Coordinator (September 2009 – September 2014):*** Established the hospital's first lean department as an internal consultant in a 152-bed pediatric center.

- Conducted hospital-wide lean education, facilitated over 120 kaizen events, and implemented 1K staff ideas focused on eliminating waste while improving patient safety.
- Redesigned patient admission process using value stream mapping to reduce patient length of stay from an average of 16 hours to 10 hours.
- Established a Kanban system to manage non-chargeable inventory by calculating par levels and reorder points to meet demand, effectively decreasing inventory labor by 76% and levels by 41%, and nearly \$90K in savings.

**Thyssenkrupp - Rotek Incorporated, Florence, KY (June 2007 – September 2009)**

***Lean Systems Engineer***

- Managed lean manufacturing implementation in two large diameter mix modeled precision bearing machining facilities. Established company-wide metric boards focused on key performance indicators.
- Conducted time and motion studies to eliminate non-value-added operations that increased throughput by 60% for the 2x38 military bearing line.
- Implemented total productive maintenance program to take a proactive approach to reduce machine maintenance, increase productivity, and maintain workplace safety.
- Worked with union and non-union facilities at Thyssenkrupp to successfully transfer wire production between two sites. Developed standard operating procedures by training staff at the parent facility in Germany.

**Toyota Engineering and Manufacturing of North America, Erlanger, KY (September 2005 – June 2007)**

***Service Parts Engineering Specialist, Production Control***

- Established replacement service parts considering repair cost, productivity, logistics, part price, and quality of repair by interfacing with designers, suppliers, and manufacturing plants.
- Determined ROI of moving past model part production to off-site suppliers vs. build to forecast in-house. Ensured successful transfer to off-site suppliers through key performance indicators.

**Sea Ray Boats, Knoxville, TN (January 2003 – June 2005)**

***Process Engineer***

- Conducted time and motion studies to create standard operating procedures. Designed facility additions, floor layouts, and production flow.
- Determined labor required for new boat models using statistical analysis with 94% accuracy.

**EDUCATION**

- Master of Business Administration, Xavier University, Cincinnati, OH
- Bachelor of Science in Industrial Engineering, The University of Tennessee, Knoxville, TN

**CERTIFICATIONS**

- Lean & Six Sigma Black Belt Certification (LSSBB), Institute of Industrial and Systems Engineers
- Project Management Professional (PMP), Project Management Institute
- Certified ScrumMaster (CSM), Scrum Alliance
- Certified Professional in Healthcare Quality (CPHQ), National Association for Healthcare Quality
- Fellow, Institute of Industrial and Systems Engineers
- Fellow in the American College of Healthcare Executives (FACHE), American College of Healthcare Executives

**TECHNICAL ACUMEN**

Microsoft Office (Excel, Access, PowerPoint, Word, Outlook) • Microsoft Project • Microsoft Visio Smartsheet Project Management • Discrete Event Simulation • AutoCAD LT • Salesforce • EMR

**CONTINUING EDUCATION**

- Japan Lean Study Trip, KBJA Consulting
- Toyota Production Systems, Toyota Engineering and Manufacturing of North America
- The Toyota Way A3 Problem Solving, Toyota Engineering and Manufacturing of North America
- Lean Manufacturing for the Job Shop, Society of Manufacturing Engineers

- Lean for the Operating Room, University of Tennessee Center for Executive Education
- Center for Management Excellence Leadership Academy, The Advisory Board Company
- RFID Associate Foundation Level, The RFID Professional Institute

#### **AFFILIATIONS**

- University of Tennessee Tickle College of Engineering Department of Industrial and Systems Engineering, Board of Advisors (2022-Present)
- East Tennessee State University College of Public Health, Lean Yellow Belt Instructor (2022-Present)
- Institute of Industrial and Systems Engineers Technical Operations Board, Vice President (2021-Present)
- Institute of Industrial and Systems Engineers Society for Health Systems Board, President (2015-2021)
- Society for Health Systems, Diplomate (2015-Present)
- United Way of Greater Knoxville, Financial Stability Investment Committee (2018-2021)
- Tennessee Promise College Scholarship Program, Mentor (2015-Present)
- University of Tennessee Department of Industrial and Systems Engineering, Lean Enterprise Summer Program Instructor (2013-Present)
- Institute of Industrial and Systems Engineers, Lean Green Belt Instructor (2013-2017)

#### **SPEAKING ENGAGEMENTS**

- Hansei: Reflections from a Japan Lean Study Trip, 2024 Institute of Industrial and Systems Engineering Annual Conference Workshop
- PMIS Project Management Information Systems - Helping or Hindering, 2024 Institute of Industrial and Systems Engineering Annual Conference
- Lean Book Club Live, 2022 - 2025, Healthcare Systems Process Improvement Conference (SHS)
- Building the Hospital of Tomorrow: Rehabilitate, Renovate or Replace, 2019, East Tennessee Healthcare Executives Association Panel
- RFID in Healthcare - The Crystal Ball to Actionable Insights, 2018, Healthcare Systems Process Improvement Conference
- Integrated Process and Architectural Design, 2017, Tennessee Hospital Association Summit
- Applications of Lean in Healthcare, 2014, Knoxville Area Medical Group Management Association Seminar
- Engaging Front-line Staff in Lean Continuous Improvement, 2014, Institute of Industrials and Systems Engineers Lean and Six Sigma Conference
- Enhancing Care with Continuous Improvement Boards, 2014, Healthcare Business Insights Summit

#### **IN THE NEWS**

- What's your Story, 2023, Institute of Industrial and Systems Engineer Magazine member highlight
- Smells Like Lean Coffee, 2022, IISE Problems Solved Podcast
- Teamwork, 3P and Cardboard City, 2021, New England Lean Consulting Podcast
- Lean Facility Design at East Tennessee Children's Hospital, 2017, LeanBlog.org
- Ohno! So Many Opportunities for Improvement!, 2016, iiseblogs.org
- From Research Request to Beta Test Developing Patient Safety, 2015, Healthcare Business Insights Article
- Organizations are Solving Problems; Are They Workarounds or Real Improvements, 2014, LeanBlog.org
- Ideal Patient Care Initiative Improves Staff & Patient Experience, 2012, It's About Children Magazine
- Metric Boards KPI Management, 2008, Lean Focus Journal