

# LARRY TINKER

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## Senior Level Operations Executive

Dynamic healthcare operations leader with over 25 years of experience driving operational excellence, regulatory compliance, financial performance, and patient satisfaction across multi-site healthcare organizations. Holds a Master's Degree in Business Administration – Healthcare Management and completed the Henry Ford Healthcare Leadership Program. Proven success in revenue cycle management, customer service, call-center optimization, and large-scale team development. Adept at collaborating with clinical, billing, logistics, and executive teams to deliver high-value, patient-centered care. Committed to building strong vendor partnerships, managing budgets, and implementing innovative, cost-effective solutions. Experienced in navigating complex environments, ensuring compliance, and fostering continuous improvement in healthcare operations.

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## EDUCATION

### Master's Degree Business Administration - Healthcare Management

*Baker College of Graduate Studies - 2014*

*G.P.A.: 3.75*

### Henry Ford Healthcare Leadership Training – Completed 2016

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## PROFESSIONAL EXPERIENCE

### Respire Home Care - Vice President, Care Coordination

*June 2025–Present*

Pontiac, MI

- Provide executive leadership over centralized patient intake, resupply, and customer service functions across all regions, reporting directly to the CEO and COO.
- Directly manage multiple Directors (New Patient Intake & Existing Patient Resupply) and their teams, ensuring seamless coordination of patient care and service delivery.
- Establish strategy, policies, and quality assurance standards to improve operational efficiency, compliance, and patient satisfaction.
- Develop and manage KPIs for escalation resolution, ensuring team performance consistently met or exceeded established targets.
- Drive performance improvement by monitoring Net Promoter Score (NPS), order processing timelines, call handling performance, and resupply order completion.
- Spearhead process improvements to reduce untouched faxes, unreturned calls, and call abandonment rates while accelerating order confirmation and follow-up times.
- Collaborate cross-functionally with clinical, billing, and logistics teams to optimize workflows and improve patient responsibility collections.
- Apply in-depth knowledge of best practices in revenue cycle operations to maximize reimbursement, reduce denials, and ensure timely collections.
- Oversee patient billing processes and patient accounting systems, ensuring accuracy, compliance, and efficient revenue capture across all regions.
- Serve as escalation point for customer service issues, reinforcing a culture of accountability, responsiveness, and patient-centered care.

- Manage departmental resources and staffing to balance service delivery, productivity, and overtime control.
- **ACHIEVEMENT:** *Strengthened patient satisfaction by implementing NPS-driven action plans across intake and resupply functions. Reduced average call hold and abandonment rates through workforce realignment and process redesign. Improved revenue cycle performance by increasing the percentage of orders processed without PARs/CMNs delays.*

#### **Hart Medical Equipment - Operations Manager**

August 2018-June 2025

Port Huron, MI

- Develop, monitor, and ensure adherence to business guidelines and departmental budgets for multiple hospital-affiliated locations, warehouses and distribution centers
- Implement best practices in revenue cycle operations to streamline billing, collections, and reimbursement processes across multiple locations.
- Collaborate with finance to manage patient billing workflows and optimize patient accounting systems for accurate, timely processing.
- Supervise daily activities of retail locations and warehouses, including quality assurance, inventory control, space management, logistics, floor productivity, and customer service
- Schedule and oversee warehouse and delivery teams to meet fulfillment center demands, managing workflow and quality to maximize efficiency and minimize overtime
- Manage dispatch team logistics, communicating with drivers to ensure efficient delivery
- Ensure all divisions comply with operational procedures and regulatory standards, including OSHA, DOT, ACAH, HQAA, and JCAHO regulations
- Handle departmental HR affairs, including employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, records management, corporate policies, development, and legal compliance
- Oversee building maintenance needs, certifications, and repair issues to maintain accreditation standards
- **ACHIEVEMENT:** *10-year track record of successfully preparing multiple locations for accreditation and audits. Each site passed with no citations and zero recommendations.*
- **ACHIEVEMENT:** *Project Team Lead in successful transition of several out-of-state acquisitions/mergers of multi-site locations. Restructured existing models of newly acquired locations' day-to-day operations to conform with current company policies and procedures. Implementation of employee development and training.*

#### **University of Michigan MedEQUIP - Interim Director of Operations (Contract)**

March 2017 – August 2018

Ann Arbor, MI

- Supervised all staff in the DME department which included the warehouse, distribution and customer service
- Attended executive meetings
- Reviewed and updated contracts and records
- Met with representatives and built on-going relationships
- Conducted annual appraisals and career path mentoring
- Developed and managed professional development plans for all direct reports
- Maintained appropriate call schedule to facilitate feedback in a timely manner
- Maintained appropriate documentation regarding personnel performance
- **ACHIEVEMENT:** *Using root cause analysis, reported to Interim Executive Director and University of Michigan Board of Regents findings, and provided solutions and recommendations on a regular basis.*

#### **Hart Medical Equipment - Manager of Customer and Clinical Services**

July 2015 -March 2017

Southfield, MI

- Lead large team of customer service representatives and managed daily operations of high-volume call center
- Managed respiratory therapy field team for Southeast Michigan

- Developed and implemented staff training and mentoring programs
- Monitored staff for customer quality procedures
- Ensured adherence to schedule and coordination of employee PTO and payroll
- Mentored, motivated, managed and maintained employee relationships
- Analyzed systems, collaborated with director in completing all required records and reports, including special project updates, monthly, quarterly, and annual reports
- **ACHIEVEMENT:** *Successfully implemented detailed strategic plan to take a failing location and turn it into the top performing center across the state increasing overall performance rates by 75%. Decreased employee turnover rate, thereby keeping more experienced and tenured employees, which allowed for a better mentor system. Created a permanent staggering shift along with using specialized focus teams which ensured quality job performance and improved referral relations.*

#### **McKesson Corporation Medical-Surgical - Call Center Manager / Project Manager**

*March 2011 – July 2015*

Southfield, MI

- Integral role in a nationwide project to create a virtual call center
- Project Lead in development, implementation, and analysis of strategic HR metrics
- Collected information from departments to uncover best practices and needs, create timelines, and report to directors on status as well as issues, risks, or concerns
- Analysed and implemented new protocol to reduce customer service abandonment rate
- Performed extensive root cause analysis of problem areas and provided alternative solutions
- **ACHIEVEMENT:** *Project Manager for the Special Committee: Call Flow Analysis - Detroit Center. Implemented root-cause analysis to effectively reduce call drop and abandonment rate by 65%*

#### **Detroit Oxygen and Medical Equipment - Customer Service Manager**

*May 1994 – March 2011*

Warren, MI

- Supervised daily operations of the customer service department
- Interacted with customers and handled queries and complaints in a timely manner
- Built, aligned, and properly incented productive CSR teams
- **ACHIEVEMENT:** *Project Manager forging new relationships within hospital systems. Coordinated, implemented and managed successful joint venture with Botsford Hospital and Garden City Hospital*

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#### **Key Strengths & Skills**

- **Leadership & Team Development:** Proven ability to hire, train, and mentor high-performing teams across healthcare operations, fostering collaboration, accountability, and continuous improvement.
- **Regional Intake Efficiency:** Demonstrated expertise in standardizing and streamlining multi-site intake operations through optimized workflows, automation, and performance tracking to accelerate patient onboarding and order processing.
- **Regional NPS Performance:** Strong record of improving patient and customer satisfaction by leveraging Net Promoter Score (NPS) data to identify service gaps, implement targeted action plans, and enhance team responsiveness.
- **Facility & Process Optimization:** Skilled in assessing and reengineering facility operations, staffing models, and logistics processes to boost productivity, reduce inefficiencies, and improve cross-functional alignment.
- **Regional Profit Optimization:** Experienced in aligning operational strategy with financial performance, utilizing data-driven analysis to maximize profitability, control expenses, and strengthen budget efficiency across regions.
- **Operational Excellence & Continuous Improvement:** Expertise in streamlining processes, optimizing workflows, and reducing costs while improving service quality, compliance, and patient outcomes.

- **Revenue Cycle Management:** In-depth knowledge of billing, collections, reimbursement processes, and financial oversight for medical equipment and healthcare services.
  - **Vendor & Stakeholder Management:** Skilled in managing vendor relationships, negotiating contracts, and ensuring seamless service delivery and customer satisfaction.
  - **Strategic Communication & Collaboration:** Adept at liaising between cross-functional teams, clinical staff, and executive leadership to drive organizational success and foster a culture of transparency and accountability.
  - **Biomedical Equipment & Service Management:** Extensive experience managing maintenance, repair, and operational performance of medical equipment and devices, ensuring safety and regulatory compliance.
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### Certifications & Training

- **Certified Healthcare Executive (CHE)** (Expected 2026)
  - **Project Management Professional (PMP)** (Pending)
  - **Six Sigma Green Belt** (2019)
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### Relevant Achievements

- **Process Optimization:** Spearheaded a process redesign that improved operational efficiency, reducing call abandonment rates and increasing service fulfillment timelines by 20%.
  - **Cost Reduction & Budget Management:** Managed a \$10M annual budget, achieving cost savings through strategic vendor negotiations, reducing overall equipment maintenance costs by 15%.
  - **Cross-Department Collaboration:** Played a key role in aligning clinical, operational, and billing teams to streamline workflows and improve revenue cycle performance across the organization.
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### Additional Information

- Willing to travel and work flexible schedules to support regional operations.
- Expertise in implementing and improving KPIs and SLAs for digital services and equipment management.