

Whybrew Medical Management, LLC

www.whybrewmedicalmanagement.com

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Summary of Accomplishments and Experience

Strategy & Growth

- Created Southeast Clinic physician practice subsidiary, reorganized physician practices and standardized operations
- Developed cancer center expansion business plan with regional cancer institute that includes comprehensive breast center and surgical oncology.
- Initiated acquisition of regional urgent care center, development of primary care and specialty clinics throughout southeast Oklahoma.
- Recruited Cardiovascular Surgeon to establish region's first Vascular/Thoracic surgery program.
- Developed 10 year medical office space utilization plan.
- Established relationships with regional economic development and governmental leaders.
- Strengthened relationships and referral partnerships with regional rural hospitals.
- Implemented two Public Relations and Marketing Plans to educate community on hospital changes and promote hospital services.

- Service Development (de novo):

Interventional Cardiology	Neurosurgery
Electrophysiology	In and Outpatient Renal Dialysis programs
Vascular/Thoracic Surgery	

- Service expansion:

Vascular Surgery	Regional STEMI Center
Radiation Oncology	Level III Trauma Centers
Hospitalist	ENT (added Neuro-Otolaryngology/Skull Base surgery)
Primary Stroke Center	

- Physicians recruited and practices implemented:

Neurosurgeon	Urologist
Neurologist	Vascular Surgeons (2)
Orthopedic Surgeons (3)	Interventional Cardiologist (2)
OB/GYN (2)	Nephrologist
General Surgeons (6)	Endocrinologist
Radiation Oncologist	Family Practice (2)
Radiologists (3)	Pediatricians (2 – one Med/Ped)
Internal Medicine (3)	

- Implemented hospitalist program to reduce LOS and improve Core Measure compliance.
- Presented business plan and acquired state of the art \$3.5 million Varian Novalis TX image guided radiosurgery platform.

- Received \$3 million in capital funding and acquired state of the art MRI, CT, and PACS.
- Achieved Level III Trauma Center certification from Oklahoma Department of Health Services.
- Initiated development of certified Primary Stroke Center.
- Developed and/or implemented Hospital/Physician joint venture plans for Diagnostic Imaging, Radiation Oncology, and Ambulatory Surgery Centers (3).
- Construction Management and Development projects: coordinated and managed \$87 million in facility expansion and renovation projects.

Emergency Center replacement – \$12 million
 Surgery / Sterile Processing remodel – \$7 million
 Geriatric Psychiatry Unit – \$2.1 million
 Patient tower (x2) - \$25 million each
 33 licensed beds addition – 25 bed Surgical Unit and 8 bed CCU - \$4 million
 Outpatient Imaging, Testing and Treatment Center – \$2 million
 Ambulatory Surgery Center – \$3 million
 ER expansion – 24 beds – \$6 million
 Hospital lab relocation – \$500,000
 Clinic/Urgent Care building - \$650,000

Profitability & Cost Reduction

- Developed and implemented turnaround/operational improvement plans for:
- 64 bed, \$11 million net revenue, city hospital with a \$2.2 million loss; improved EBITDA 48.2% in 10 months.
- 336 bed, \$120 million net revenue, newly acquired for-profit hospital with \$500k EBITDA to \$22 million EBITDA in 9 months.
- 236 bed, \$160 million net revenue, for-profit urban teaching hospital with 7 management changes in 8 years and >\$1 million loss.
- 174 bed, \$75 million net revenue, independent not-for-profit hospital unable to meet bond debt service.
- Implemented Revenue Cycle improvement plan generating \$800,000-\$1M annualized opportunity.
- Staffing improvement plans and results
 - Reduced Salaries, Wages and Benefits \$825,000 annualized and reduced 30 FTEs.
 - Saved \$1.4 million by reducing 63 Ancillary and Support Department FTEs
 - Reduced overtime 15% among Ancillary and Support departments by eliminating on-call hours in three departments
- Saved \$3.7 million after successfully transitioning Radiology and Pathology groups
- Educated managers on business practices to reduce cost and improve revenue.
- Developed and implemented an indigent drug program for rural hospital in partnership with State agency on aging and long term care services.

Governance & Leadership

- Educated Board and Hospital Trust Authority on operational issues affecting hospital profitability, quality and service outcomes.
- Educated Hospital and Medical Staff governing bodies regarding quality and profitability issues.
- Worked with CEO, Board of Trustees and Medical Staff to resolve Medical Staff Governance issues including ER Pay for Call, Conflicts of Interest, and Medical Staff By-Law deficiencies
- Implemented Physician Advisory Boards (2) to work with hospital leadership.

Professional Experience

Consulting

Principal – Whybrew Medical Management
Consultant/Project Manager, Artesia General Hospital, Artesia NM
Managing Principal, Chip Caldwell & Associates (at Memorial Hermann Health System)
Interim Administrator, Mid-State Oncology & Hematology, Nashville, TN

Executive Leadership

Chief Development Officer – McAlester Regional Health Center
Chief Operating Officer – McAlester Regional Health Center
Chief Executive Officer – Pauls Valley General Hospital
Chief Operating Officer – Capella Healthcare/Muskogee Regional Medical Center
Chief Operating Officer – Vanguard Health System/Phoenix Baptist Hospital and Medical Center
Sr. Vice President/COO – North Arkansas Regional Medical Center
Associate CEO (COO) – Community Health Systems/Western Arizona Regional Medical Center
Administrative Fellow – Ascension Health/St. Vincent's Hospital (Birmingham)
Director of Managed Care – HCA/Greenview Regional Hospital & Frankfurt Regional Medical Center
Operations Manager – HCA/CCN-OneSource Health Network

Education

Master of Business Administration, The Jack C. Massey Graduate School of Business, Belmont Univ., Nashville, TN, May, 2000

Bachelor of Science Health Care Management, Austin Peay State Univ., Clarksville, TN, May, 1995

Continuing Education - Completed 30 accounting hours in order to qualify for Oklahoma CPA exam.

Northeastern State University, (21 Accounting hours), Broken Arrow, OK; Aug., 2011 – May, 2012
Langston University – Tulsa, (9 Accounting hours), Tulsa, OK; January, 2012 – May, 2012

Professional Affiliations & Certifications

Fellow – American College of Healthcare Executives (recertified December 2010, 2015)
President – Sooner Healthcare Executives (Oklahoma ACHE Chapter)

Previous Affiliations/Activities

Oklahoma Southeast – regional economic development advisory council for Southeast, OK.
Oklahoma Hospital Association – Council on Quality and Patient Safety (2010-2011)
Chamber of Commerce – Pauls Valley, OK (2010-2011); Muskogee, OK (2007-2010)
Greater Muskogee Economic Development Council (2010)
United Way Board of Directors – Muskogee, OK (2009-2010)
Rotary International – Pauls Valley, OK; Muskogee, OK; Harrison, AR; Bullhead City, AZ

Personal

Evergreen Baptist Church, Bixby, OK - Member
Bible Study Fellowship – Kirk of the Hills Presbyterian Church, Tulsa, OK