

CHRISTOPHER DAVIS, MBA, MSc, RRT-NPS, CRHCP, CHFP

· 9401 Garfield Dr. Shreveport, LA 71118 · (318) 401-4309 · ChrisCDavis1979@icloud.com

Executive Profile

A well-organized and challenge-driven individual with a distinguished career leading clinical operations. Highly qualified professional with a passion for patient safety and quality. Consistent contributions in developing programs, managing budgets, and ensuring regulatory compliance. Demonstrated ability to leverage an in-depth knowledge of quality improvement to overcome challenges and achieve positive clinical outcomes. Motivational team builder with repeated success in raising the bar through staff training. A master communicator who builds positive connections at all levels; well-versed in accomplishing a wide breadth and depth of organizational objectives.

Skill Highlights

- Physician Contract Negotiations
- Multi-Site Operations Management
- Strategic Planning
- Program Development
- Community Relations
- Culture Development & Refinement
- Team Building & Motivation
- Issue Analysis & Resolution
- Revenue & Growth Planning
- Rural Health Care
- Health System Optimization
- Project Management
- Financial Budgeting

Accomplished Career Path

DeSoto Regional Health System- Mansfield, LA

Chief Operating Officer

January 2023 – Present

Provide leadership and change management for a not-for-profit acute care hospital to promote a reputation for quality, innovation, and clinical excellence. Reporting to the Chief Executive Officer and Board of Directors, shaped the strategic direction, controlled the budget, and built a top-performing team of professional staff and providers.

- Responsible for day-to-day operations for the following service lines: Rural Healthcare Clinics, Occupational Health, Operating Room, Population Health, Oncology, Emergency Room, Pharmacy, Information Technology and Laboratory.
- Successfully implemented the use of Electronic Medical Records.
- Successfully implemented School Base Telemedicine and Correctional Center Telemedicine Programs
- Developed a culture of trust and open lines of communication for patients, nurses, and physicians daily.
- Improved inpatient admissions by >65% and margins by > 50% by developing and enhancing high acuity, tertiary, surgical, and procedural services to attract the right patient and payer mix.
- Initiated, launched, and recruited sub-specialized behavior health and obstetrics-gynecology services in rural areas.
- Functioned as Ethics & Compliance Officer; minimized risk by developing policies and procedures and ensuring full compliance with federal and state regulations. Immediately addressed issues through training and corrective actions.
- Planned and managed construction of \$35M MOB and Inpatient Unit.
- Mobilized teams to deliver measurable performance improvements: enhanced patient satisfaction from 50% to 90% for outpatient services within one year.

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DeSoto Regional Health System- Mansfield, LA

Chief Financial Officer

December 2019- January 2023

- Analyze operations to evaluate company and staff performance in meeting goals and to determine areas of potential cost reduction, program improvement, or policy change.
- Coordinate developing and implementing budgetary control systems, record-keeping systems, and other administrative control processes.
- Prepare and present reports concerning activities, expenses, budgets, government statutes and rulings, and other items affecting business or program activities.
- Direct and coordinate the organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
- Senior Leader in the following areas: Admitting, HIM, Accounting, and Business Office.
- Created service line committees to address targeted denial loss issues for Pharmacy, Lab, Oncology, and Behavioral Health service lines, reducing losses by over \$3.2M in a single quarter.
- Initiated negotiation and settlements of five managed care underpayments/denial recovery.
- Led implementing the No Surprises Act and Price Transparency initiatives for providing good faith estimates across the facility and all clinics.
- Manage daily operations within assigned hospital facilities, physicians, practices, off-site locations, the Central Business Office, Health Information Management (HIM), Coding, Patient Access, and continuous improvement initiatives across the organization.
- CMS audits and compliance with Generally Accepted Accounting Principles
- Oversight of 340-B Program Compliance
- Responsible for reporting and managing 13 million dollars in COVID-19 Funds

DeSoto Regional Health System- Mansfield, LA

Vice President of Rural Health Clinics/Practice Manager/COO

November 2015 to December 2019

I held full accountability for operational oversight of provider-based rural health clinics and all related diagnostic and environmental services and facilities. Provide leadership for 101 staff members and 18 providers. Manage diverse relationships through clear and consistent communication. Responsible for oversight of remodeling and building projects, including developing functional space design and managing equipment and assets. Leverage understanding of regulations and financing of RHCs and provider-based multi-specialty health clinics. Integrated Population Health practices in all three RHCs. Work closely with Springhill Medical, Lane, and St. James to achieve shared savings.

- Senior Leader to the following service lines: Rural Health Clinics, Pharmacy, Radiology, Physical Therapy, Occupational Medicine, Intensive Outpatient Psychiatric, and Laboratory.
- Developed and implemented successful outpatient Mental Health services.
- Established policies that promote company culture and vision.
- Evaluate performance by analyzing and interpreting data and metrics.
- Increased hospital revenue by implementing and improving the insurance credentialing process.
- Pioneered and directed the effort to transform DeSoto Regional Family Medicine Clinics into a more patient-centered culture.
- I directed and was the project manager for our Accountable Care Organization implementation.
- Oversight of CMS and Joint Commission Accreditation
- Compliance Officer for HRSA Standards and Accreditation
- Assist in analyzing and modifying compensation and benefits policies to establish competitive programs and ensure compliance with legal requirements.

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Willis-Knighton Health System, Shreveport, LA

June 2005 to November 2015

Critical Care Manager

June 2008 to November 2015

Coordinator, ECMO Program

June 2013 to November 2015

Coordinator, Sepsis Program

August 2012 to November 2015

Neonatal/Pediatric Specialist- Registered Respiratory Therapist

June 2005 to June 2008

Earned promotion to implement and manage the Critical Care Program with a clear focus on patient care, quality, employee retention, and profitability. Worked diligently and enthusiastically- to create an environment that thrived on accountability and rewarded contributions. Provided leadership for 115 staff members, including nurses, pharmacists, other auxiliary service lines, and 18 Critical Care Physicians.

Managed daily operations for four Critical Care Rounding Teams at four locations and implemented several quality improvement initiatives. The most achievable was a 2.2-million-dollar cost savings.

- Developed a culture of trust and open lines of communication for patients, nurses, and physicians.
- Improved physician engagement to 95%
- Improved critical care inpatient admissions by >62% and margins by >45% by developing and enhancing high-acuity, tertiary, surgical, and procedural services to attract the right patient and payer mix. Services included transcatheter aortic valve replacement (TAVR), left ventricular assist device (LVAD), and extracorporeal membrane oxidation (ECMO).
- Reduced average length of stay to 2 days in the ICU by creating a 12-hour in-house intensivist program.
- Achieved implementing a Sepsis Protocol

Quality Management/Performance Improvement

- Implement ACO Population Health Wellness and Chronic Care Program
- Directly responsible for quality management and performance improvement projects for the intensive care units.
- Prepare and process monthly statistical reports & analysis of hospital-wide operations.
- Ensure staff focus on individual, departmental, and hospital-wide initiatives and team concepts.
- Lean implementation (Executive Member) for Operating Room, Laboratory, and Emergency Room.
- Crimson Advisory performance profile administrator for Critical Care and Pulmonary.

Program Development and Implementation

- Implementation of Antibiotic Stewardship
- Community Outreach Program
- Accountable Care Organization Project Manager
- Direct the planning, development, implementation, and monitoring of a multidisciplinary rounding team throughout the Willis-Knighton Health System.
- Guide the development, implementation, and monitoring of healthcare practices to assess, identify, maintain, and improve the intensive care unit on all four campuses.

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- Initiated developing and analyzing hospital-wide studies to track and monitor ventilated patients after post-operative thoracic surgery.
 - Coordinate and direct programs/protocols to ensure Willis-Knighton Health System meets the requirements and or recommendations of governing agencies such as: Joint Commission, Best Practice Standards & Core Measures.
 - Develop multiple programs designed to reduce waste and increase staff awareness, education, and reporting activities.

Key Achievements

- DeSoto Parish Chambers Business Leader of the Year - 2023
- Successfully transformed Rural Health Clinic practice from a fee for service to a value base environment
- Rural Health Care Professional of the Year Recipient- National Association of Rural Clinics -2021
- Spearheaded and led key initiatives for the establishment of a standardized septicemia (sepsis) program for the entire Health System- decreased septicemia mortality by 40%
- Implemented a successful Intensivist Program and Critical Care Multidisciplinary Rounding Team- annual hospital cost savings of 2.5 million.
- Project managed Electronic Medical Record (EMR) for Respiratory Therapy, Sleep Lab, Hyperbaric Medicine, and Pulmonary Rehabilitation.
- Assisted and successfully recruited five new Critical Care/Pulmonary physicians- 3-year period.
- Spearheaded a multi-lateral effort that led to the improvement of recruiting and retaining qualified critical care staff.
- Planned and successfully implemented an Adult VA ECMO program, generating an additional source of profitable revenue.
- Developed and implemented a successful Ventilated Associated Pneumonia (VAP) program- 3 years without VAP/VAC.

Committee Experience

- 340 B Pharmacy Oversight Committee
- Accountable Care Organization Champion
- Critical Care Committee- Chair
- Sepsis Program- Chair
- Lean/Six Sigma Initiative- Executive board member
- Left Ventricular Device (LVAD) Program- Selection Committee
- Cardiovascular Surgery of Operation- Member
- Clinical Management of Critical Alarms- Member
- Joint Commission and CMS Survey
- Emergency Preparedness

CERTIFICATIONS

American College of Healthcare Executive

Board eligible.

In the process of completing

Certified Healthcare Financial Professional (CHFP)

Healthcare Financial Management Association

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Certified Rural Health Clinic Professional (CRHCP)

National Association of Rural Health Clinics

Leadership Development Institute

Louisiana Hospital Association

EDUCATION

Master of Business Administration

Louisiana Tech University, Ruston, LA

Master of Science; Cardiopulmonary Science

Louisiana State University Health Science, Shreveport, LA

Bachelor of Arts in Social Work

Northwestern State University, Natchitoches, LA

Bachelor of Science in Psychology; Minor in Social Science

Northwestern State University, Natchitoches, LA

Community Involvement

Member, National Association of Rural Clinics

Member, Louisiana Hospital Association

Member, Medical Group Management Association (MGMA)

Member, Rural Hospital Coalition

Member, American College of Healthcare Executive

Executive Board Member, Louisiana Association of Forensic Nurses

Board Member, DeSoto Council on Aging

Member, DeSoto Parish Chamber of Commerce

Board Member, Southern University Respiratory Care Program

Life Member, Kappa Alpha Psi Fraternity, Inc.

PROFESSIONAL REFERENCES AVAILABLE UPON REQUEST