

# BRENT ALAN FISHER

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## EXPERIENCE & LAST TITLE

### WORKABILITY ALASKA LLC

9/18-present Anchorage, AK

*Partner*

WorkAbility Alaska is a mobile group of therapists who assist in preventing workplace injuries. Results show a significant reduction in reportable worker's comp costs using WorkAbility services.

### ALYESKA INTERNATIONAL, INC.

4/15-present Anchorage, AK

*President & Chief Executive Officer*

Alyeska International, Inc. is a C corporation qualified small business. Its aim is to find, buy, grow small businesses based in Alaska with potential to grow within and outside the state.

### ALASKA SLEEP CLINIC

9/14-present Anchorage, AK

*President & Chief Executive Officer*

Alaska Sleep Clinic provides the most comprehensive services for sleep diagnostics, sleep equipment, sleep education, sleep telemedicine, and certified sleep disorders specialists in Alaska. ASC is the largest multisite clinic in Alaska and the only IDTF with AASM Accreditation.

### BOARD ADVISOR FIRM, LLC

5/11-present Anchorage, AK

*President*

Advisor services to Boards and CEOs creating "Stronger Boards & Stronger Executives".

### ALASKA SEARCH PARTNERS, LLC

10/12-3/15 Anchorage, AK

*President*

Alaska Search Partners is the first private equity Search Fund in Alaska. Its purpose is to find, buy, and grow companies in Alaska.

### Alaska Heart Institute, LLC

12/09-5/11 Anchorage, AK

*Chief Executive Officer*

Leader of the largest medical professional corporation in Alaska. Services include general cardiology, electrophysiology, interventional cardiology, diagnostic cath lab, MRI, CT, Echocardiography, PET-CT, PAD, preventive heart program. Initiated new service lines and developed plans to expand offices throughout Alaska. Led the restructuring of corporate governance, clinic structure, quality peer review, and accountability culture. Implemented a new EMR, 100% computer hardware replacement. Represent the organization in professional organizations, academic programs, and Alaska state government initiatives.

### EMPATH Consulting

3/04-11/09 Richmond, CA

*Chief Operations Officer*

Leader of a growing consulting and technology company transforming hospitals, providing the most sophisticated solution for hospital operations throughput in the world. Oversee project leadership in multi-billion dollar health systems and hospitals, including physician relations and communication, IT, & new product development (perioperative services, inpatient, emergency, radiology, procedures). Results:

- Grew organization by 400%. Developed the strategy for company growth and led implementation.
- Led development and implementation of 5 new IT software systems, 90 learning modules, 1,500+ process changes, and business intelligence dashboards.

Typical Client Results:

- Grew patient volume 25%+ with no added resources. -Length of stay reduction of 1 day.
  - Patient Satisfaction: Increase to 97th percentile from 30th percentile.
  - Created, developed, trained and lead a client Dept of Process Improvement: 11 FTEs; 60 ½ FTEs.
  - Designer/creator of IT systems: Hospital Activity Status Board-HASB<sup>®</sup>, ED Status Board-EDSB<sup>®</sup>, Radiology Activity Status Board-RASB<sup>®</sup>, Census Activity Worksheet-CAW, Pharmacy ASB<sup>®</sup>.
  - Team lead to create design and construction plans for a hospital prototype of the future.
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**EXPERIENCE & LAST TITLE** (continued)**St. Joseph Hospital of Orange**

1/03-1/04

Orange, CA

*Executive Director - Business Development*

Chief strategy & business development executive: physician relations and recruiting, physician practice & service line development, medical office buildings (13 properties & 250,000 s.f.), and clinical concierge services in the 469-bed, \$900MM flagship hospital of the St. Joseph Health System.

- Introduced and created an infrastructure for leading and impacting the company-wide business strategy that increased accountability to business units, improved monthly analysis of data, identified service line growth opportunities, enhanced interdepartmental and intradepartmental communications.
- Quelled tense physician-hospital relations (1000 member medical staff).
- Key role in two physician-hospital joint ventures for the expansion of ENT and oncology service lines and construction of an 85,000 square foot facility.
- New service line development: Executive Physical, Bariatric surgery, Liver surgery, Hyperbaric Oxygen, Breast Surgery, Vascular Institute, Robotic surgery, Stone Center, Palliative Care, Women's Heart Center, Cancer Institute (including 85,000 s.f. building).
- Service line expansion: Colorectal Surgery, Occupational Medicine, Kidney Transplant, Cardiac Care Center, Sleep Center, Nasal & Sinus Center, Cancer Institute.
- Highest occupancy rate of medical office buildings in the last 3 years (95%).
- Physician recruiting cost avoidance of \$850,000+ (search fees & salary guarantees).

**Loma Linda University Medical Center & Children's Hospital**

4/95-12/02

Loma Linda, CA

*Managing Director*

Chief administrator/strategy executive of business units (Adult & Pediatric Emergency, Level 1 Trauma, Urgent Care, Occupational Medicine, & Chest Pain Center) & medical group with 65,000 patient visits, 75 physicians, and downstream net collections of \$80MM spanning a \$1.4 billion, 3-hospital, tertiary referral center, and integrated delivery system.

- Developed and implemented strategy of innovative, nationally recognized, operational structure that increased visits and revenues 30% in a hostile managed care environment.
  - Recruited, retained, built the best board certified physician medical group in the health system including pediatric emergency physicians when the previous group was terminated.
  - Implementation Teams: IDX software, electronic patient record, patient/provider satisfaction surveys, pediatric emergency dept, compliance plan, foundation model MSO, faculty med grp.
  - Admissions: 55% community hospital; 46% academic medical center; 35% children's hospital.
  - Developed an ED Cardiac Care Center which contributes 66% of all CCU admissions helping achieve Top 100 Heart Hospital status.
  - Developed a true pediatric emergency department including urgent care. Grew from 8 to 32 hours of attending coverage. Completed a new, expanded pediatric emergency department.
  - Expanded a fledging, post residency Pediatric Emergency Medicine Fellowship training program which became one of the few RRC accredited programs in the U.S.
  - Developed local training programs in BTLS, Pediatric BTLS and APLS.
  - Identified, researched, prepared a business plan, and helped found, with pediatric emergency physicians, nighttime pediatric clinics, totally unique in inland cities of southern California.
  - Oversight of research & funds for Emergency Medicine, Public Health Emergency Medicine, Pediatric Emergency Medicine, Emergency Medical Services.
  - Board member of 15 organizations: trade associations, professional associations, community Boards, advisory Boards, corporate Boards, editorial Boards. [see attached list]
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## EXPERIENCE & LAST TITLE (continued)

### **Loma Linda University Medical Center & Children's Hospital** 4/95-12/02 Loma Linda, CA

-Published 18 articles in 13 journals and magazines. Winner of the ACHE Edgar C. Hayhow Award for Best Article 2000. [see attached list]

-Professor and preceptor for graduate student interns performing strategy consulting projects/research/studies at the University of California-Riverside and Loma Linda University.

-Business advisor to physician Board member of a 450-MD foundation/MSO and Faculty Medical Group with 17 satellite facilities, 200,000 active patients, 30,000 capitated lives.

### **BOARD ADVISOR FIRM** 8/93-4/95 Corona, CA

#### *President*

Advisor services to Boards and CEOs including strategy, acquisition analysis, market research, financial analysis, business plans focused on healthcare services and healthcare manufacturing.

### **VITAS Healthcare Corporation** 7/92-8/93 Miami, FL

#### *Corporate Operations Executive*

Coached General Managers & VPs in business development strategy & decision tools for the largest multi-site hospice company in the U.S. with average daily census of 3500 patients and \$100MM revenue.

### **The University of Texas at Austin** (graduate student) 8/90-6/92 Austin, TX

### **McGaw Labs - American Hospital Supply – Kendall Company** 7/85-8/90 Irvine, CA

#### *Business Manager*

Spearheaded a start-up within a \$250MM medical device and pharmaceutical manufacturing company. Led growth to 190% of projections with 65% gross margin. P&L responsibility.

### **United States Army - Medical Service Corps** 7/81-6/85 Monterey, CA

#### *Captain – Silas B. Hayes Army Community Hospital*

Executive (Company Commander) of an integrated delivery system with a 400-bed hospital and 120 physicians, 6 outpatient clinics and responsibility for 480 employees. Awarded the highest rating possible upon completion of command.

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## EDUCATION

<b>The University of Texas at Austin</b>	Austin, TX
MBA - Strategic Management	1992
<b>Brigham Young University</b>	Provo, UT
BA - International Relations & Portuguese	1981
<b>Thunderbird School of Global Management</b>	Glendale, AZ
Graduate Certificate - International Business	1987
<b>Academy of Health Sciences</b>	Ft Sam Houston, TX
Graduate Certificate - Medical Logistics Management	1981

## EXECUTIVE EDUCATION

- W. Edwards Deming Quality Training
  - Total Quality Supplier Certification
  - Supply Chain Mgt
  - Just-in-Time Mgt
  - Medical Logistics Postgrad Course
  - Nuclear, Biological, and Chemical Disaster Management
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## RECOGNITION / APPOINTMENTS

BBB TORCH AWARD FOR ETHICS BUSINESS OF THE YEAR 2018

EDGAR C. HAYHOW AWARD: Best Article 2000 - *Journal of Healthcare Management*

FELLOW: American College of Healthcare Executives (ACHE) 2003

FELLOW: American College of Medical Practice Executives (ACMPE) 1996

ASSISTANT CLINICAL PROFESSOR: Loma Linda University - School of Public Health

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## BOARD OF DIRECTORS

2016 – 17 State of Alaska, DHSS, Division of Public Health - *Telemedicine Workgroup Member*

2016 - Alaska Collaborative For Telemedicine & Telehealth (AKCTT) – *Board Member*

2012 - Denali Education Center – *Board of Directors*

2010 - 16 Alaska EHR Alliance – *Board of Directors & Executive Committee*

2013 - 14 Municipality of Anchorage - *Board of Equalization*

2009 - 11 Alaska Heart Institute, LLC – *Ex Officio Board Member & CEO*

2009 - 11 Alaska Cardiovascular Research Foundation – *Ex Officio Board Member & Exec Dir*

1995 - 09 Loma Linda University-School of Public Health-Health Admin - *Advisory Board*

2007 - 08 CMS Emergency Department Technical Expert Panel for National Quality Measures

2006 - 08 ACHE – Regent’s Advisory Council - Southern California Region

2003 - 06 ACHE– Regent’s Advisory Council - Magic Kingdom Region

2002 - 02 California Medical Group Association – *Founding Steering Committee*

2000 - 03 eKnowledge Group, Inc. - *Board of Advisors*

2000 - 02 Medical Group Management Association - Inland Empire - *Board of Directors*

2000 - 01 American Academy of Emergency Medicine - California - *Board of Directors*

1999 - 02 American Medical Group Association - *Board of Directors*

1999 - 04 National Healthcare Cost & Quality Association - *Board of Directors*

1999 - 05 The Unforgettables Foundation - *Advisory Board*

1998 - 04 *Journal of Cost & Quality* - Editorial Board

1997 - 02 Public Health Practice Forum (Loma Linda University) - *Advisory Board*

1997 - 00 Corona Public Library - *Board of Trustees & President*

1994 - 96 Corona Regional Hospice & Home Health Agency - *Advisory Board*

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## CROSS-CULTURAL EXPERIENCE

*Overseas:* 8 years - Brazil, Puerto Rico, Germany, and Japan

*Languages:* ILR: Portuguese – S3; Spanish – S2; Georgian – S1

*Brazil:* Planned and Directed conferences/training in Brazil. Meetings in Portuguese.

*Puerto Rico:* Liaison with manufacturing plant/suppliers.

*Japan & Germany:* Managed procurement agreements.

*Research:*

- Cross-Cultural Management - (Latin America, Japan, Middle-East)
  - Mexican Culture and Maquiladora Management
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## WRITINGS

- Fisher BA. Commentary: Ask Hard Questions on Medicaid Expansion. *Anchorage Dispatch News*. April 20, 2015. p.B-4.
- Fisher BA. Before expanding Medicaid, Alaska should ask some hard questions. *Anchorage Dispatch News*. April 19, 2015. On-line.
- Fisher BA. Alaska Has Unique Health Care Challenges. *Anchorage Daily News*. July 21, 2011. p.A-7.
- Fisher BA. The Citizen Physician: Governance Principles Make the Difference. *Medical Practice Management*. November/December 2010. p.144-151.
- Fisher BA. Relevant Technology. *Group Practice Journal*. January 2010. 59(1):16-19.
- Couture ES, Fisher BA. Achieving Process Innovation. *Healthcare Executive*. March/April 2009. 24(2): 24-31.
- Fisher BA. The Keys to Successfully Managing Big Change. *Group Practice Journal*. April 2009. 58(4):44-47
- Fisher BA. Reinventing Cisco [Letter]. *Fast Company Magazine*. March 2009. p.19.
- Fisher BA. Transformative IT = Process Supportive IT. *Group Practice Journal*. January 2008. 57(1):26-32.
- Fisher BA. So That's Why It's So Expensive [Letter]. *Business Week*. August 10, 2006.
- Fisher BA. Fixing ER diversions [Letter]. *Modern Healthcare*. April 3, 2006. 36(14).
- Fisher BA. An Inventory of Patients: Workflow Concepts From Manufacturing Can Be Applied in Healthcare. *The Journal of Cost and Quality*. 2001. 7(2):30,32.
- Fisher BA. Physician Autonomy in the Managed Care Era. *Journal of Medical Practice Management*. 2000. 15(5):256-263.
- Fisher BA, Wittlake WA. Future of the Emergency Physician. *American Journal of Emergency Medicine*. 2000. 18(1):102-107.
- Fisher BA. Wittlake WA. Enhancing the Medical Practice: Consorting with the Emergency Department. *Journal of Medical Practice Management*. 2000. 15(4):181-186.
- Wittlake WA, Fisher BA. Hospital Collections from Emergency Department Admissions. *The Journal of Cost and Quality*. 1999. 5(4):27-28, 37.
- Fisher BA. Wittlake WA. Three Year Results of a Comprehensive Emergency Department Model. *Topics in Emergency Medicine*. 1999. 21(3):73-79.
- Fisher BA. Doctor Discontent [Letter]. *New England Journal of Medicine*. February 1999. 340(8):649-650.
- Fisher BA. What the Role of the Modern ED Should Be. *The Journal of Cost and Quality*. 1999. 5(1):28-37.
- Fisher BA. Unlikely Partners: The Emergency Department and Local Medical Group. *Group Practice Journal*. 1999. 48(1):32-35.
- Fisher BA, Wittlake WA. Emergency Department Takes the Offensive. *Medical Group Management Update*. 1999. 38(20):8,11.
- Fisher BA. Unlikely Partners: The Emergency Department and Local Medical Group (reprint). *Emergency Medicine News*. 1999. 21(2):2,22-23.
- Fisher BA. Serf or Citizen: Physician Status and Organization Structure. *Physician Executive Journal*. 1998. 24(4):45-51.
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## WRITING (continued)

- Fisher, BA. The Emergency Department and Managed Care: A Synergistic Model. *Journal of Healthcare Management*. 1998. 43(4):339-355. [Edgar C. Hayhow Award]
- Anderson E, Fisher BA, *et al.* Factors Contributing Toward Emergency Department Utilization by Non-Emergency Patients. *Business and Health Administration Association Conference Proceedings*. March 1997.
- Fisher BA. The Emergency Department Under Managed Care: Exploring an Alternative Model. *College Review of the American College of Medical Practice Executives*. 1997. 14(1):15-38.
- Fisher BA. Flexibility in the Fixed Cost Emergency Department. *The Journal of Cost and Quality*. 1996. 2(4):7-11.
- Fisher BA. Capitation for Emergency Physicians [Letter]. *Annals of Emergency Medicine*. 1996. 28(3):374-75.
- Mellick LB, Fisher BA. The Managed Care ED: Paradigm Shifts or Mind Games? *Emergency Medicine News*. 1996. 17(3):2,8,18-20.
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## PRESENTATIONS

- Current Thinking on Payment Reform Panel*, Alaska State of Reform Health Policy Conference; Anchorage, AK; September 30, 2011.
- Maximum Efficiency: How an Emergency Department without Diversions Transforms the Bottom Line*, Webinar: American College of Healthcare Executives, May 16, 2007.
- Maximum Efficiency: How an Emergency Department without Diversions Transforms the Bottom Line*, National Congress of the American College of Healthcare Executives, New Orleans, LA; March 19-23, 2007.
- Making Patient Flow Work: Admission, Discharge, & Transfer Management*, Management Innovations Poster Session, National Congress of the American College of Healthcare Executives, New Orleans, LA; March 19-23, 2007.
- Operations Transformation: Creating Operations Transparency and a Helpful Organization*, Management Innovations Poster Session, National Congress of the American College of Healthcare Executives, Chicago, IL, March 13-17, 2005.
- Group Citizenship in Emergency Medicine*, Business Forum-Recent Trends in Emergency Physician Group Acquisitions: How Current Corporatization Can Affect You, American Academy of Emergency Medicine, San Francisco, CA, May 23, 2000.
- Leadership and Control Systems*, Clinical Management Seminar, LLU School of Public Health, Dept of Health Administration, Loma Linda, CA, May 12, 1998.
- What to Watch in Emergency Medicine Capitation*, Emergency Care Capitation At-Risk Contracting Conference, The National Managed Healthcare Congress, San Francisco, CA, June 9, 1997.
- Strategy for an Emergency Department Market Niche*, Health Systems Strategic Planning, Loma Linda University-School of Public Health, Loma Linda, CA, November 14, 1996.
- The Managed Care ED: Paradigm Shifts or Mind Games?* Business Aspects of Emergency Medicine Conference, Elan Medical Systems, Portland, OR, September 27, 1996.
- Paradigm Shift to Managed Care EDs: The Loma Linda Case Study*, The Managed Care Emergency Department Conference, The National Managed Healthcare Congress, San Francisco, CA, May 13, 1996.
- Federalism in Multi-Specialty Physician Groups: The Right Blend of Autonomy and Centralization*, Health Administration Colloquia, Loma Linda University-School of Public Health, Dept of Health Administration, Loma Linda, CA, December 5, 1995.
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