

ROBERT B. MORROW, MD, MBA

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S U M M A R Y

A highly accomplished senior healthcare administrator and top medical officer with a proven record of success in program development, community relations, strategic planning/innovation, healthcare system development, workforce development, government relations, and Board stewardship. Possesses the ability to expand an organization's presence throughout a community while ensuring industry-leading levels of patient care and process innovation. A results-driven and innovative forward thinker with an unwavering commitment to quality, excellence, and development.

C O R E C O M P E T E N C I E S

Strategic Planning and Innovation

- Helped plan and develop an All Payor Claims Data Base for Texas
- Developed influence strategy for statewide insurance plan.
- Helped establish value-based care support organization for independent practicing physicians.
- Utilized data-driven approach to coordinate community support.
- Developed intensivist program in community ICU.
- Implemented Six Sigma improvement process in hospital system.
- Established executive physical program for local businesses while in practice.

Leadership

- Chair, Health Museum Board of Directors, 2022-present
- President, American Heart Association, Gulf Coast Region, 2019-2021
- President, Caring Foundation of Texas, 2018-2019
- President, Texas Medical Foundation Board of Directors, 2016
- Chair, TMA Council on Public Health, 2007-2008
- Chief Medical Officer of a large tertiary care hospital, 1998-2006
- Chair, Family Medicine section in practice, and served on bylaws and credentials committee, 1994-1997
- Chair, TMA Resident Physician section, 1989-1990
- Chief Resident in Residency, 1989-1990
- Class Senator in medical school, 1983-1984

E X P E R I E N C E

RBENTON CONSULTING

Owner and President, 2020-current

UTHEALTH, SCHOOL OF PUBLIC HEALTH

Part time Executive in Residence, 2020-present

BLUE CROSS AND BLUE SHIELD OF TEXAS, Houston, Texas

The state's largest and oldest health insurance company providing access to healthcare for over 5 million Texans in all 254 counties of the state.

Market President, Houston and Southeast Texas, 2015-2019

Senior Medical Director and Chief Medical Officer, Houston and Southeast Texas, 2013-2015

- Served as Market President of Houston and Southeast Texas at Blue Cross and Blue Shield of Texas (BCBSTX), functioning as senior leader in Houston office.
- Represented company externally to businesses, healthcare providers, community organizations, and elected officials.
- Led company's statewide media and PR, executive communications, influence strategy, and community affairs.
- Worked with sales and account management, network, policy development, and government relations.
- Developed relationships with local businesses, community, government, and provider leadership.
- Appointed and elected to multiple local Boards, including:
 - The Greater Houston Partnership, the Professional Science and Engineering Master's program at Rice University, the American Heart Association, Greater Houston HealthConnect, the University of Texas School of Public Health, Fleming Center for Healthcare Management, and Faith In Practice.
 - Assumed leadership positions in organizations, including chairing health advisory committee of Greater Houston Partnership and as President of Board of American Heart Association of greater Houston area.
 - Elected to Board of Texas Medical Foundation's Health Quality Institute and served as President.

- Helped lead development of value-based care programs, including partnership with Texas Medical Association and formation of TMA PracticeEdge, ultimately serving on Board.
- Managed statewide media, PR, and influence strategy, directing efforts to significantly improve statewide PR and develop influence strategy.
 - Resulted in unprecedented increases in positive media in earned, paid, and social media postings.
- Led development of executive influence strategy, resulting in multiple media appearances of senior leadership, as well as development of statewide speakers bureau and social media ambassadors program.
 - Enabled implementation of influence strategy across state, leading to more informed and engaged employees.
 - Strategy recognized as critical component during difficult provider negotiations and implementation of new programs.
 - Strategy supported government relations team, resulting in several highly successful Texas legislative sessions on behalf of company and healthcare consumers.
- Oversaw statewide community affairs efforts, utilizing data-driven approach to community support. Identified devastating effects of two diseases, Chronic Obstructive Pulmonary Disease (COPD) and Chronic Kidney Disease (CKD), focusing community support on entities affecting diseases.
 - Resulted in savings of \$8M-\$12M over two years due to improved outcomes.
 - Oversaw engagement with Texas A&M Health Science Center, resulting in \$10M collaboration to help improve access to healthcare and quality in rural areas.
 - Led efforts resulting in \$5M in funding to the University of Houston Medical School to provide for scholarships for traditionally underrepresented minorities and for a pipeline program to increase the likelihood of underrepresented minorities choosing a career in medicine.
 - Led Caring Foundation, serving as President of Board.
 - Foundation deployed multiple "care vans" across state, providing immunizations and dental services to disadvantaged children and adults.
 - Expanded program and eliminated need to utilize Foundation reserves for funding during tenure.
 - Developed partnerships with medical school to expand use of program for healthcare screenings in state's underserved areas.
- Led companywide response to the devastating effects of Hurricane Harvey. Led efforts of care management, human resources, member services, government relations, provider relations, account management, PR, and external communications. This ensured a comprehensive and strategically managed response to the disaster on behalf of members, the community, and employees.

TEXAS A&M HEALTH SCIENCE CENTER, College Station, Texas

Director of Medical Quality, Rural and Community Health Institute, 2008-2013

- Served as Medical Director for Rural and Community Health Institute (RCHI).
- Led numerous programs, including statewide rural peer review program, rural hospital clinical quality programs, and physician assessment program (KSTAR), one of only five in country.
 - Continued to expand physician assessment program, nearly doubling number of assessments performed.
- Functioned as principal investigator for ARRA grant, establishing CentrEast Regional Extension Center.
 - Led Extension Center, earning recognition as one of four successful extension centers in state and one of two that remained sustainable after exhaustion of ARRA grant monies.
- Retained over 90% of supported rural hospitals through peer review program.
- Visited multiple hospitals across state and increased number of participating hospitals by 10%-15%.

MEMORIAL HERMANN HEALTHCARE SYSTEM, 1998-2009

Memorial Hermann is the largest not-for-profit healthcare system in Texas with 13 hospitals, 6,700 affiliated physicians and 27,000 employees.

MEMORIAL HERMANN NORTHEAST HOSPITAL, Humble, Texas

Medical Director, Hyperbarics and Wound Care, 2007-2009

- Served as Medical Director of wound care center at Memorial Hermann Northwest Hospital.
- Treated chronic wound patients, as well as provided hyperbarics for community and hospital.
- Oversaw private practice in conjunction with duties as Medical Director.

MEMORIAL HERMANN SOUTHWEST HOSPITAL, Houston, Texas

Chief Medical Officer, 1998-2007

- Served as senior physician leader in administration, acting as liaison between medical staff and hospital administration.
- Managed medical staff, clinical quality, credentialing, medical records, and case management.
- Established a number of programs to improve quality and cost effectiveness, including regularly sharing outcomes data with medical staff.
- Developed intensivist program in ICU, with program leading to improved clinical and cost outcomes, patient and provider satisfaction scores, and decreases in:
 - Use of ventilator and ventilator-associated infections.
 - Line infections and length of stay.
 - Cost of care in ICU.
- Led implementation of Six Sigma quality improvement, resulting in multiple sustainable improvements, including door-to-doctor time in ER, bed availability, decreased line infection rates and infections in OR, and improved pharmacy distribution.

- Helped manage medical staff leadership structure and implemented regular leadership meetings with quality improvement and leadership training.
- Worked as part-time faculty for hospital's family medicine residency training program.
- Led hospital efforts to respond to the devastating effects of Tropical Storm Allison. This included implementing level one trauma capabilities in a community hospital within 36 hours of the disaster in order to respond to community needs.

SUGAR LAND FAMILY PRACTICE, Sugar Land, Texas

Physician Owner, 1990-1997

- Managed solo family practice, which grew to three-physician practice association.
- Developed programs while actively serving on hospital medical staff and throughout Sugar Land community.
- Designed and deployed executive physical program, providing comprehensive physicals for numerous companies and local hospital system's leadership.
- Served on hospital staff committees, including the Family Medicine section and as member of credentials and bylaws committees.
- Assumed leadership positions, including Chair of Family Medicine section and Emergency Care committees.
- Acted as Board member of the local affiliate of American Heart Association, eventually serving as President.
- Elected to Board of Southern National Bank, serving in position for ten years.
- Remained on Board while serving as Chief Medical Officer.
- Chaired Community Reinvestment Committee while on Board.
- Served as Chair of the Capital Campaign Committee for Christ United Methodist Church in Sugar Land. Exceeded goal by raising over \$3M for the campaign.

E D U C A T I O N

THE UNIVERSITY OF TENNESSEE, Knoxville, Tennessee

M.B.A., 2002

THE UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER AT HOUSTON, Houston, Texas

Family Medicine Residency, 1987-1990

Honors | *Norma Culmer Award, Most Outstanding Resident*

UNIVERSITY OF TEXAS MEDICAL SCHOOL, Houston, Texas

M.D., 1983-1987

Honors | *Henry Withers Award, Outstanding Potential in Family Medicine*

TEXAS A&M UNIVERSITY, College Station, Texas

Microbiology, 1980-1983

Honors | *College of Science Outstanding Student, 1980-1983* | *Opportunity Awards Scholarship Recipient, 1980-1983* | *Phi Eta Sigma Honor Society*

B O A R D C E R T I F I C A T I O N

American Board of Family Practice, 1990; recertified 1997, 2004

L I C E N S U R E

Texas State Board of Medical Examiners #H4567

P R O F E S S I O N A L D E V E L O P M E N T

Six Sigma Black Belt Training through GE Performance Solutions, 2006

P U B L I C P R E S E N T A T I O N S

2019

West Houston Economic Development Summit, Panelist

Houston Methodist Lecture Series, Speaker

Health Equity Summit, Chicago, Illinois, Panelist

AHA: 2019 National Workplace Well-Being Summit, Speaker

Blue National Summit Presentation, Speaker

Worldwide Employee Benefits Panel, Speaker

Texas Hypertension Control Summit, Speaker

UT Permian Basin John Shepperd Leadership Institute, Speaker

IT'S TIME TEXAS, Speaker

Lufkin/Angelina County Chamber of Commerce Salute to Healthcare Banquet, Speaker

2018

Houston West Chamber of Commerce, Panelist

Texas A&M Health Science Center School of Public Health, Speaker

AHA: 2018 AHA Houston Workplace Health Symposium, Speaker

BCBSA Summit: A Cost-Effective Approach to Periodic Health Evaluations, Speaker

BCBSA Summit: Disaster Response: Corporate Preparedness and Crisis Management in Times of Natural Disaster, Tragedy, or Crisis, Speaker

National Kidney Foundation Professional Education Symposium, Speaker

Renal Physicians Association, Speaker

Houston Healthcare Think Tank, Speaker

2017

Rice University, Professional Science Master's Program, Panelist

HFMA Gulf Coast Winter Institute, Making Cents of Healthcare Costs, Presenter

Robbins Institute for Health Policy and Leadership, MBA Program, Presenter

AHA: 2017 Houston Workplace Health Symposium, Opening Remarks

TMC Innovation Institute, Cultivating Innovation in Technology, Presenter

Rice University, Delivering Health Care When Future Health Policy is Unpredictable, Presenter

Austin Senate, Testified before Texas Senate

Texas A&M University, Fall 2017 Friday, "Architecture for Health" Visiting Lecture Series

Rice University, Guest Lecture at Jones School, Speaker/Lecturer

Texas A&M University, Keynote Address, Texas A&M Employees Health & Wellness Fair, Speaker

Healthier Texas Summit, Panelist

2016

FSED: Rice University MBA Students, Speaker/Lecturer

2016 GME-Macy Foundation Summit, Panelist

HFMA Gulf Coast Winter Institute on Population Health, Speaker

Transparency Think Tank, University of Texas School of Public Health, Panelist

2016 Employee Summit: Labor Law, Health Reform & Group Plan Strategies, Speaker

Blue National Summit, Orlando, Florida, Speaker

Texas Primary Care & Health Home Summit: How Health Plans are Helping Practices Transform in Texas, Speaker

Asian American Chamber of Commerce Annual Chamber Luncheon, Keynote Speaker

TMC Innovation Institute Reimbursement Panel, Panelist

HBJ: Healthcare Forum Panel, Panelist

TMC Innovation Institute Strategic Advisory Session, Speaker

Southern Obesity Summit: Worksite Wellness Panel, Speaker

2015

World Youth Foundation: Your Body and What Keeps You Healthy, Speaker

Houston City Council: Countdown to Coverage Wellness Fair, Presenter

Rowan Companies: Women and Heart Disease, Speaker

Modern Healthcare Panel Discussion: Population Health, Panelist

Texas Medicine Magazine: Million Hearts Program, Interview

National Keeping Our Communities Healthy Conference, Opening Plenary Speaker

ACHE Medical World Americas Conference: Value-Based Care Panel Discussion, Facilitator

TexMed 2015: Improving Quality of Care with Bridges to Excellence, Speaker

Texas Health Home & Primary Care Summit, Speaker

Third Annual Primary Care and Texas Health Home Summit, Panelist

Dr. Robert Morrow KPRC Houston Newsmakers Segment, Interview

Earlier

Peer Review in the Rural Healthcare Setting, Multiple, 2012-2013

Leadership's Commitment to Peer Review, Texas Hospital Association Annual Conference, 2011

Challenges of Rural EHR Adoption, REC – HER Summit West, 2010

The Role of the CMO in Implementing an Electronic Medical Record, Scottsdale Institute Spring 2006 Assembly, 2006

Moderator-Forum on Preventive Health Care, TMA Annual Session, 1992

PUBLISHED ARTICLES

- McComb, S., Banerjee, A., Mechler, K., Morrow, R. Enhancing Learning Through an Interprofessional Project Competition. *Journal of Nursing Education*, Vol 51, No. X, 2012

- Lee, H., Williams, J., Mechler, K., Morrow, R., Banerjee, A. Streamlining Physician Peer Review Process and Capacity Prediction Using Simulation. *International Journal of Collaborative Enterprise (IJCent)*
- Ho, V., Metcalfe, L., Vu, L., Short, M., Morrow, R. Annual Spending per Patient and Quality in Hospital-owned Versus Physician-owned Organizations: An Observational Study. *Journal of General Internal Medicine*, 2019

ADDENDUM: ADDITIONAL PUBLIC PRESENTATIONS

2019

SALGBA - Ft. Worth, Panelist
TX Plan Spring Leadership Meeting: Operationalizing Public Relations, Speaker
American Medical Society for Sports Medicine, Panelist
2nd Houston Hypertension Control Cohort Meeting, Speaker
United Methodist Women Group - CareVan Check, Speaker
The International Operating Engineers Union Annual Meeting, Speaker
HBJ Healthiest Employees, Speaker
Fit Family Challenge: Focus on South Texas, Interview
Physician Circle, Filming
WFAA Video Segment Shoot, Filming
"To the Point", a video about Sanitas Medical Centers, Filming
Biannual Learning Collaborative Event - Overview of BCBS Rural Health Initiative, Speaker
Kaboom Planning, Speaker
Energy Client Council, Speaker
Texas Tribune Festival: Blue Promise, Austin, TX, Filming
Kaboom Build, Speaker
Tour & McGovern Medical School 1st and 2nd year classes, Speaker
Sanitas Grand Opening, Katy, TX, Speaker
The Health of Texas Advisory Committee Kick-off Meeting, Advisory Committee
El Centro de Corazon, Check Presentation
Operation Noel Check Presentation and Recording, Check Presentation
El Paso Children's Hospital, Check Presentation
NIHCM 2019 Programming, Panelist
Texas A&M Rural Health Initiative, Speaker

2018

Energy Client Council, Speaker
Invitation: Insurance Executive Round Table with Chief Pena, Panelist
Texas Assn. of Museums, Panelist
Parent University - Ft. Bend County, Speaker
Houston Chronicle, Reporter J. Dean, Interview
Houston Business Journal's "The Healthiest Employers Awards", Speaker
GHP: Speaking Engagement: Houston Business Coalition on Health's Obesity Forum, Speaker
Society of Actuaries Health Meeting, Speaker

2017

Imagination Playground, Unveiling at Beta Academy, Opening Remarks
UT Physicians, Essential Elements of Accountable Care Organization, Video Shoot
USAP Leadership Conference, Voice of the Customer, Panelist
ACPM Listening Session, A Case Study on Asthma Prevention, Speaking Engagement
Energy Client Council, Moderator
SE Town Hall, Moderator
Arthritis Foundation, Walk to Cure Arthritis, Opening Remarks
UT School of Public Health, Presentation
Health Museum, Food Allergies, Video Shoot
Northeast Texas Public Health District and the Tyler Area Chamber, Texas Healthy Communities - Work Well, Live Well, Presentation
America's Health Insurance Plans (AHIP), Care of Chronic Conditions, Panelist
Bryan-College Station Eagle Newspaper, Freestanding Emergency Rooms, Interview
KaBoom, Design Day at Gray Elementary
Big Brothers Big Sisters, Big Brothers Big Sisters Back Pack Event
HBJ, Small Business: Big Opportunity: Bright Future
HBJ, The Future of Health Care
American Heart Association, 2018 Houston Heart Ball Kick Off Reception
Texas Medical Center, Reducing the Cost of Health Care
Energy Client Council, Hurricane Harvey: Standing With Our Members When Disaster Strikes
Town Hall, Hurricane Harvey: Standing With Our Members When Disaster Strikes

2017 Healthcare Symposium, Panel: The Impact of Healthcare Legislation on Healthcare; Providers: CFOs' Perspectives and Strategies for the Future
MD Anderson, MDA Cancer Control Needs Assessment- Stakeholder Interview (BCBS)

2016

Houston Oncology Consultants, Video Shoot Interviewing an Oncologist
Rice University, Guest Lecturer (Bioscience and Health Policy program)
Surgeon Retooling Reimagined: Achieving and Maintaining Lifelong Excellence, Panelist
2016 KSTAR Leadership Retreat, Speaker
Energy Client Council Meeting, Speaker
KPRC-TV Operation Red, White, Bike, Interviewed
Gulf Coast Workforce Board (HGAC), Panel Discussion
MEDecision National Conference, Speaker
Fox 26 - Back to School Preparation, Interviewed
Health Museum Taping, Interviewed
Executive Health Network Monthly Meeting, Speaker
GHP State of Texas Medical Center, Opening Remarks

2015

KRIS TV Corpus Christie Live Interview: ACA and Open Enrollment
KBXX Radio: Countdown to Coverage Wellness Fair, Live Interview
KBXX In Studio: Affordable Care Act, Taped Interview
Fort Worth Star Telegram: Affordable Care Act and Open Enrollment, Speaker
ABC Affiliate, Beaumont: Christus disruption, Interview
CBS Affiliate, Beaumont: Christus disruption, Interview
The Beaumont Enterprise: Christus disruption, Interview
Walk for Recess, Kickoff, Speaker
Houston Hispanic Chamber of Commerce Annual Luncheon, Opening Remarks
Ft. Bend Star Telegram: Centered App, Interview
ISCEB ACA Summit, Panelist
American College of Physicians, Pilot Advisory Group Meeting
BCBSTX Prez and Chronicle, Health Reporter
Jenny Deam, Houston Chronicle, Interview
Rolling Out Magazine: The Importance of Having a Primary Care Doctor, Interview
Texas Children's Hospital, BCC Presentation Discussion
Northwest Assistance Ministries, HKHF Check Presentation
Big Brothers Big Sisters, HKHF Check Presentation
UT Med School Houston, Guest Lecturer
Alvin Sun Newspaper, Interview
Fox 26 News: Be Covered Community Partner HOPE Clinic, Taping
CBS Radio: interview with Dr. Laura Murillo
HKHF Check Presentation to El Centro de Corazon
UTSPH, Guest Lecture
Interview with Lisa Falkenberg: PPO Discontinuation
Viva Houston - KTRK Interview

Earlier

Multiple Six Sigma and Healthcare
The Business Case for Quality, multiple including TAFP Annual Session and Scientific Assembly, 2005
Healthcare and the Internet, Multiple
The Physician-Patient Relationship, 1996
Preventive Health Care, 1990