# UROOJ WAHEED, D.O., MBA

#### CAREER GOAL: SENIOR HEALTHCARE EXECUTIVE

Respected Physician and Healthcare Executive who has held several physician administrative roles, earned an MBA degree in Hospital Administration, and understands hospital operations and administration activities. Offer excellent qualifications in strategic business planning and direction, physician relationships, market analysis, process improvement plans, department management, staff recruiting and development, budget management, and healthcare industry trends and legislation monitoring. Also successful in cost saving initiatives, brand development, marketing, CMS quality, and employee relations. During career have been elected by colleagues to several healthcare committees and Boards. Additional Value:

- ✓ Played a principal role in business start-ups, Mergers & Acquisitions, corporate and financial turnarounds, corporate reorganizations, joint ventures start-ups, and corporate buy and sell events.
- ✓ Leverage understanding of the goals of clinicians and hospital administrators and unite them towards common objectives. Recognized for constantly serving as a patient advocate and a champion of patient and healthcare quality.
- ✓ Very accomplished in consulting with high level healthcare executives regarding hospital start-up and marketing strategies. Wrote and/or evaluated hospital bylaws, policies, procedures, and credentialing standards to support hospitals for two healthcare systems.
- ✓ Extremely cognizant of physician market trends, competitive strategies, and criteria that play a fundamental role in the success of hospitals.
- ✓ Have credentials with 11 facilities, and have developed a reputation as an outstanding healthcare clinician.

### SELECTED ACHIEVEMENTS

- Practice anesthesiology at multiple hospital facilities, and have cultivated professional relationships with multidisciplined physicians and healthcare executives. Therefore secure a competitive advantage by knowing the evolving market and its competitive forces that help shape strategy.
- Leveraged business knowledge and clinical background to participate in hospital start-up events. Contributed to success through SWOT and critical success factor analysis and business and market strategy development.
- Highly cognizant of the roles of hospital administrators, and have been appointed to the Board of Trustees of Medical Center of McKinney for a second term. Although not an investor, nominated Chairman of the Medical Advisory Committee for Methodist McKinney by physician investors and administrators.
- Leveraged physician career to discuss negative peer review results with certain physicians and made valuable recommendations to hospital committees for subsequent actions.

### **EXECUTIVE LEADERSHIP ROLES**

Member of committee since 2008 and selected as co- chairman in 2010. Committee is in charge of evaluating physician and hospital practices across 13 HCA hospitals. Analyze operations to ensure organization meets quality and safety benchmarks and adhere to CMS, HCA divisional, and/or local hospital policies. Committee presents recommendations to each hospital administration and medical executive committees.

Executive role entails strategic business planning, quality initiative reviews, medical and physician best practice developments, patient care and safety improvements, electronic medical records implementation, and patient and physician satisfaction surveys. Collaborated with the President of HCA's North Texas Division and numerous physician leaders.

- Member of a 15-person committee, and was handpicked for position out of several hundred physicians working for 13 HCA hospitals.
- Committee spearheaded an operational, cultural and often a clinical change spanning the North Texas division that led to dramatic improvements in CMS-driven core measures. Initiatives entailed a cumulative compliance in AMI of 99% (which exceeded state and national averages), and a 99% goal rate in SCIP (above state and national averages). Moreover, when committee was established, some hospitals were in the 30-40 percentage rate. Committee helped reach 98% compliance in Heart Failure and in Pneumonia (surpassed state and national averages).
- Committee is currently working towards initiatives that include decreasing vascular cathether associated infection, catheter associated UTIs, implementation of a sepsis protocol, and eliminating post-procedure retained foreign body.

#### MEMBER, BOARD OF TRUSTEES

Elected by medical staff as physician representative to Board of Trustees that presides over the strategic direction of hospital, and advises the CEO on the hospital's culture, fiscal management, and operational success.

- Co-designed a business strategy that involved reducing agency staffing dependence which triggered major business efficiencies and saved hundreds of thousands of dollars.
- Analyzed and approved a hospital expansion program that involved the construction of a new patient floor and two operating rooms. A comprehensive market analysis, revenue forecasting, and physician recruiting initiative were an integral part of the decision making process.

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#### CHAIRMAN, MEDICAL ADVISORY COMMITTEE

- Committee met with several hospital-based physician groups, analyzed all aspects of RFPs, and then presented a recommendation to the Board of Trustees on which organization should receive exclusive hospital contracts.
- Partnered with associates to conduct a thorough market analysis, and provided recommendations based on a proforma model developed by an external management firm.
- Structured a SWOT and critical success factor analysis to support Methodist McKinney executives, and consulted with the President of Methodist Healthcare Systems on results.
- Worked with colleagues to architect a new hospital mission statement and corporate vision.

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#### CHAIRMAN, DEPARTMENT OF SURGERY AND ANESTHESIA

- Wrote patient sedation policies that were subsequently adopted by other hospital departments. New policies were also used by 13 facilities across the HCA North Texas Division.
- Founded and participated in a SCIP Committee that created a plan to drive SCIP scores from 30-40% to 98.8% within a six-month period.
- Reviewed and approved physician credentials of new hospital staff and those seeking reappointment status.
- Appointed to the Medical Executive Committee as Chair of the Department of Surgery and Anesthesia.

### MEDICAL CENTER OF McKINNEY AND CENTENNIAL MEDICAL CENTER .......2007 to 2008 VICE CHAIRMAN, DEPARTMENT OF SURGERY AND ANESTHESIOLOGY

- Formulated narcotic documentation standards and narcotic utilization benchmarks. Subsequently two physicians were discovered to be abusing narcotics while practicing medicine. New standards have brought to light narcotic abuse issues among hospital physicians.
- Introduced standardized pre-operative EKG, x-ray, and lab protocols to support out-patient surgery procedures.

• Served as the Vice Chair at two separate hospitals (Medical Center of McKinney and Centennial Medical Center) during 2007-2008.

### MEDICAL CAREER HISTORY

PINNACLE ANESTHESIA CONSULTANTS – Dallas, TX **ANESTHESIOLOGIST** (2005 to Present)

- Appointed as a member of the Board for Pinnacle Anesthesia Consultants, which has 370 members.
- Elected as a Managing Partner for the Anesthesia Division, and played a major role in a large merger.

BRANCH MEDICAL CLINIC NAVAL AIR STATION – Fort Worth, TX MEDICAL OFFICER, LIEUTENANT, US NAVY (1999 to 2002)

- Gained a wealth of experience as a primary care physician and healthcare executive during tenure with the US Navy.
- Served as Medical Director of a primary care clinic for two years. Leadership role also entailed strategic business planning, patient care strategies, budget management, compliance programs, employee recruiting.
- Earned a Navy and Marine Achievement Medal for accomplishments in operations management, process improvements, cost savings, and provider productivity.
- Elected Chairman of the Pharmacy and Therapeutics Committee, and Chairman of the Medical Records Review Committee. Both leadership roles lasted 18 months.

#### **EDUCATION**

Anesthesiology Resident, 2002 to 2005 University of Texas Health Science Center, San Antonio, TX

Master of Business Administration, Hospital Administration, 2002 University of Dallas Graduate School of Management, Irving, TX

> Internal Medicine Intern, 1998 to 1999 San Diego Naval Medical Center, San Diego, CA

Doctor of Osteopathic Medicine, 1998

<u>University of Health Sciences College of Osteopathic Medicine, Kansas City</u>, Kansas City, MO

Bachelor of Biology, 1994 University of Texas at Arlington, Arlington, TX

## PROFESSIONAL MEMBERSHIPS / CERTIFICATIONS / LICENSES

Current Member: American College of Healthcare Executives (Working towards Fellowship)

Texas Society of Anesthesiology

American Medical Association

American Society of Anesthesiology

Board Certified, Anesthesia · Licensed Physician, Texas