
Azis R. Dabas

MBA, MS

HEALTHCARE ENTERPRISE GROWTH & TRANSFORMATION

Enterprise Value Creation | Payer-Provider Strategy | AI-Enabled Operating Models

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EXECUTIVE PROFILE

Healthcare growth and transformation executive with **10+ years** building businesses and connecting fragmented healthcare markets. Combines business-owner accountability, P&L leadership, payer-provider strategy, people management and technology-enabled change to translate market opportunity into sustainable care delivery. Builds the partnerships, teams, workflows and performance systems that connect commercial growth with patient access, reimbursement and financial results.

Business building, operating economics and transaction execution: Scaled a specialty-pharmacy platform from \$0 to **\$8M+ in annualized revenue**, sustaining **18%+ EBITDA margins** with a **25-person team** and complex-therapy access for **10,000 covered lives**. Owned payer/PBM contracting, staffing, purchasing, reimbursement, compliance and dispensing automation; led transaction-readiness work for the strategic divestiture to **Rite Aid**.

Enterprise transformation across care settings: Built Atlantic Dialysis's first business-development function across **13 facilities**; partnered with Doral Health & Wellness's CFO on claims-led growth, specialty economics and acquisition diligence; and unified marketing, provider activation, intake and revenue operations at Mindful Care. Connects market selection and institutional relationships to implementation, clinical capacity, workforce execution and ongoing performance management.

AI commercialization and whole-care orchestration: Applies healthcare operating judgment to use-case selection, workflow integration, economic justification and accountable deployment planning. Independent work spans payer AI, prior authorization, payment integrity and human-reviewed agentic operations. Designs the connections between patient identification, referral, authorization, specialty access and reimbursement, with clear ownership, evidence requirements and financial accountability.

Earlier leadership in regulated service operations and pharmaceutical programs adds frontline understanding of patient engagement, provider adoption and delivery quality. Experience includes insulin-device commercialization and GLP-1 programs across diabetes and obesity, alongside institutional specialty-pharmacy, kidney-care, multispecialty and behavioral-health growth.

PEOPLE LEADERSHIP & OPERATING SCOPE

Direct reports: Contract Marketing Manager at Mindful Care; Office Manager supporting Atlantic Dialysis / New York Kidney & Hypertension. Management responsibilities connected commercial priorities with marketing execution, access workflows and cross-functional coordination.

Broader team leadership: Led a 25-person pharmacy team across operations, patient access, provider service and reimbursement. Earlier oversight included **100+ call-center agents across 5+ regulated accounts**, including offshore service delivery.

Operating reach and financial scope: 13 dialysis facilities; a six-state behavioral-health growth model; a multispecialty environment spanning 12+ specialties; full pharmacy P&L accountability; CFO partnership on financial analysis, acquisition diligence and growth execution.

PROFESSIONAL EXPERIENCE

Mindful Care

2025

Director, Business Development & Marketing

New York, NY | Multi-state behavioral-health platform | Direct report: contract Marketing Manager; cross-functional coordination with provider activation, clinical operations, intake and marketing.

- Integrated the commercial operating model across marketing, referral development, clinician supply, payer coverage, intake and scheduling; established shared visibility into growth, capacity and patient access.
- Built **AI-enabled HubSpot revenue operations** with lifecycle definitions, attribution, referral-source tagging, account scoring, cohort segmentation and patient-value analytics linked to management reviews.
- Led activation efforts spanning **1,200+ clinicians** and expanded geographic coverage **25%**; redirected acquisition toward reimbursable cohorts and high-intent referral channels, reducing customer acquisition cost **18%**.
- Developed reimbursement-aligned **MicroTherapy, MindFit and digital mental-health** growth programs; generated **\$420K in qualified pipeline** and linked service-line economics to payer coverage, APCM/BHI/CoCM opportunities and delivery readiness.

Doral Health & Wellness

2025

Business Account Manager | Business Development & Growth Scope

New York, NY | PE-backed Article 28 multispecialty system; 12+ specialties | Partnered with the CFO and operating leadership on P&L analysis, acquisition diligence, specialty economics and growth execution.

- Originated a growth mandate around specialty demand, patient-panel criteria and acquisition opportunities; connected provider-network development with enterprise expansion and financial priorities.
- Built a **Databricks claims-intelligence framework across 3B+ records**; identified a **modeled \$125.9M leakage opportunity** and converted findings into payer, specialty, referral-corridor and network-expansion priorities.
- Translated analysis into a provider-development and field-execution model spanning cardiology, endocrinology, nephrology, behavioral health, urology and primary care; established **1,362 provider relationships** and increased referrals **163% in three months**.
- Connected referral routing, account prioritization and access redesign to approximately **4,000 activated patients** and an **estimated \$22M downstream lifetime-value opportunity**; linked growth to specialty utilization and service-line economics.
- Supported negotiation and implementation of **\$3.2M+ in value-based agreements**, aligning HEDIS/Stars, RAF/HCC, **CMS-HCC V28**, annual wellness visits, care-gap closure and quality incentives with operational delivery.
- Structured payer-aligned growth pathways with **Fidelis Care, Healthfirst and Empire BCBS** (8M+ combined plan enrollment); developed institutional relationships with ArchCare, CHN, Housing Works, Essen, Wyckoff Heights and FQHC networks.
- Evaluated payer mix, RCM integrity, referral capture, provider alignment and operating feasibility for growth and M&A diligence; expanded delivery capacity **30%**, identified **\$240K in savings**, and supported **340B/APG** opportunity assessment.

PROFESSIONAL EXPERIENCE | CONTINUED

Atlantic Dialysis Management Services

2024-2025

Field Marketing Manager | Business Development Scope

New York, NY | Independent 13-facility ESRD/CKD network | Direct report: Office Manager supporting Atlantic / New York Kidney & Hypertension; coordination across admissions, clinical, finance and facility teams.

- Built the network's **first business-development function**, integrating institutional partnerships, payer alignment, census strategy and referral-to-treatment execution across 13 facilities; differentiated the network through physician trust, responsiveness and local access.
- Expanded **CarePort**, hospital and nephrology referral channels and **40+ physician relationships**; brought in approximately **300 patients** and built programs representing a **\$13M+ annualized referral-revenue run rate**.
- Redesigned intake, documentation readiness, payer coordination and clinical handoffs; reduced referral-cycle time **32%**, improved acceptance **64%**, shortened intake-to-treatment **4.2 days**, and increased throughput **25%**.
- Diversified referral sources and reduced referral concentration from **42% to 18%** through **15+ institutional and community channels**, including Mount Sinai, NYC Health + Hospitals, Elmhurst, Wyckoff Heights, Essen and ArchCare.
- Integrated **Trella and Definitive Healthcare** intelligence with payer cohorts, discharge patterns and outpatient migration; linked forecasts to chair availability, transport, clinical readiness and continuity of care.
- Connected kidney-care reimbursement and modality strategy to payer discussions, dashboards and quality reviews; supported **home-dialysis access**, early-CKD bioprognostic partnerships, and collaboration with **Strive and NYU-affiliated stakeholders**.

Nova Q Health & Viva Pharmacy

2019-2023

Pharmacy Director | Business-Building & Operating Leadership

New York, NY | Specialty-pharmacy platform | Full P&L accountability; 25-person pharmacy team; complex-therapy access expanded to 10,000 covered lives.

- Built and scaled the operation from **\$0 to \$8M+ in annualized revenue**, establishing licensing, payer access, provider relationships, compliance, patient navigation, inventory, dispensing and operating controls.
- Owned staffing, purchasing, drug-mix strategy, payer/PBM economics, reimbursement accuracy and throughput; sustained **18%+ EBITDA margins** through financial and operating discipline.
- Led the team across pharmacy operations, patient access, provider service and reimbursement; connected execution with compliance, service quality, staffing requirements and P&L performance.
- Built **Medicare Part D, Medicaid MCO, commercial PBM and PSAO** relationships; balanced patient access with reimbursement terms, purchasing economics, DIR exposure, limited-network participation and audit risk.
- Integrated **oncology, HIV/AIDS, transplant, rare/chronic disease, compounding and limited-distribution access** with authorization, adherence, documentation, refill coordination and specialty-provider partnerships.
- Implemented **ScriptPro dispensing automation**, increasing throughput **150%** with **99.97% accuracy**; improved operating leverage and reduced reliance on labor-intensive growth.
- Secured **URAC specialty-pharmacy accreditation** and complex-therapy access; built patient-navigation and community-partnership workflows supporting **10,000 covered lives**.
- Led audit readiness, buyer diligence, data preparation, compliance documentation, negotiation support and integration planning for the **strategic pharmacy divestiture to Rite Aid**.

PROFESSIONAL EXPERIENCE | CONTINUED

Mega Aid Compounding Pharmacy

Pharmaceutical Liaison | Enterprise Partnership Development

New York, NY | Institutional specialty pharmacy and complex-care access.

2018-2019

- Developed a flagship **Mount Sinai referral relationship representing \$2.3M+ in annual revenue**, building institutional credibility and a repeatable approach to complex pharmacy partnerships.
- Expanded provider relationships across hospitals, multispecialty practices and post-acute settings; increased prescription volume **60%** and market share **40%** through territory development and account execution.
- Built provider engagement, credentialing, documentation, onboarding and operational-handoff workflows; raised provider satisfaction from **71% to 95%** and reduced denials **34%**.

EARLIER COMMERCIAL & PEOPLE LEADERSHIP

TMS Health / Valeritas, V-Go Program

Inside Pharmaceutical Sales Representative

Insulin-delivery commercialization | Endocrinology and primary care.

Commercialized an insulin-delivery product across endocrinology and primary care; developed provider-facing sales, reimbursement communication and chronic-disease market knowledge.

2016-2017

TMS Health / Novo Nordisk Programs

Customer Care Manager / Health Coach

Saxenda and Victoza GLP-1 programs | Obesity and diabetes pathways.

Supported Saxenda and Victoza GLP-1 patient engagement, adherence, healthcare-provider communication and education across obesity and diabetes pathways.

2015-2017

QRO Call Center Operations

Director of Client Relations

100+ agents across 5+ regulated accounts | Client relations and offshore service operations.

Led a service organization of **100+ agents across 5+ regulated accounts**, including offshore operations; managed coaching, workforce performance, quality assurance, compliance, retention, escalations and client service delivery.

Earlier career

EDUCATION

MBA; MS, Big Data and Business Intelligence | Universidad Isabel I | 2025

Business Administration Coursework | New York University | 2019-2023

CREDENTIALS & PROFESSIONAL DEVELOPMENT

Healthcare: Medical billing, AAPC; Medical Office Manager Professional Certificate, Johns Hopkins University; Health Informatics, Johns Hopkins University; Leading AI in Healthcare, Harvard Medical School.

Data and AI: Google Advanced Data Analytics Professional; Google Business Intelligence; AI and Machine Learning with Python, IBM; SAS Machine Learning Engineer Professional; Generative AI for Marketing, Executive Series.

Strategy and delivery: Advanced Valuation: M&A, PE & VC, Erasmus Rotterdam; Google Project Management Professional; SAP Business Analyst; Scrum Master Professional; Six Sigma / Total Quality Management.

Additional license: New York State Real Estate License. **Languages:** English and Spanish (native); French (advanced).

INDEPENDENT STRATEGY, AI & OPERATING-MODEL PORTFOLIO

Maison Dabas Consulting

2024-Present

Principal & Strategic Growth Advisor | Independent, Part-Time

Healthcare strategy, financial models, data products and implementation roadmaps | Portfolio: azisdabas.com

Independent research, prototypes and operating-model builds spanning healthcare commercialization, payer economics, strategic finance and AI-enabled operations. Develops executive decision materials and implementation designs that connect market opportunity with reimbursement, operating capacity and financial value.

AI COMMERCIALIZATION & EXECUTION DESIGN

- Developed **payer prior-authorization and revenue-cycle use cases**, CMS interoperability/FHIR readiness frameworks, value-realization models, phased implementation plans and human-review evidence gates.
- Connected buyer needs, workflow requirements, implementation economics and adoption planning; defined the operating decisions and evidence needed to move from use-case selection to deployment planning.

AGENTIC OPERATIONS & DECISION GOVERNANCE

- Designed **bounded workflow queues, market-intelligence systems, evidence libraries and local-model orchestration** with validation rules, audit trails and human-approval controls.
- Separated research, recommendations and draft generation from external or clinical action; incorporated explicit ownership and review requirements into the operating design.

PAYER-PROVIDER PLATFORMS & WHOLE-CARE ORCHESTRATION

- Built **Medicaid, Food-as-Medicine, HRSN/1115/ILOS and Medicare Advantage** growth frameworks spanning provider-led activation, MCO buyer maps, reimbursement pathways, unit economics and service requirements.
- Developed **90/180-day execution plans** that connect market entry, partner activation and care delivery. Designed kidney referral-closure and HRSN escalation models linking patient identification, referral completion and follow-through.

MARKET EXPANSION & STRATEGIC FINANCE

- Produced **TAM/SAM/SOM, ICP and buyer maps, ZIP-level opportunities, NPPES datasets and CRM activation queues**, translating market analysis into account priorities and execution materials.
- Developed **competitive/PESTLE analysis, pricing/ROI models, risk registers, investment cases and executive decision materials**, connecting growth opportunities to economics, implementation requirements and operating risk.

SPECIALTY CARE & PAYMENT INTEGRITY

- Built growth frameworks across **pediatric quality, medication access, oncology/hospice, GI, infusion and behavioral health**, connecting buyer requirements with care pathways and implementation design.
- Developed government pursuit models across **CMS, VA, Medicaid, RAC/RADV and partner channels**, with payer and provider workflow considerations reflected in the strategy.

EXECUTIVE CAPABILITIES & TECHNOLOGY

ENTERPRISE GROWTH & VALUE CREATION

Business building; enterprise partnerships; go-to-market strategy; service-line commercialization; market entry; de novo expansion; strategic accounts; payer/provider networks; negotiation; M&A diligence; pricing and revenue-model analysis. Connects market selection and institutional relationships with implementation, utilization and service-delivery economics.

FINANCIAL & ORGANIZATIONAL LEADERSHIP

P&L and EBITDA; contribution margin; resource and capacity planning; direct people management; team coaching; cross-functional accountability; partner implementation; management reviews; pipeline forecasting; LTV/CAC; executive reporting. Experience combines business ownership, functional leadership and CFO partnership on financial analysis and growth execution.

PAYER ECONOMICS & CARE DELIVERY

Medicare Advantage; Managed Medicaid; Part D; PBM/PSAO; HEDIS/Stars; RAF/HCC; CMS-HCC V28; CKCC/KCC; annual wellness visits (AWV); care gaps; total cost of care; SSBCI; Article 28; 340B/APG; certificate of need (CON); URAC; referrals, intake, credentialing and medication access.

DATA & AI-ENABLED TRANSFORMATION

Claims/835/837 analytics; AI-enabled revenue operations; prior-authorization and denials workflow design; payer-portal automation concepts; EHR/HL7/FHIR/API fluency; value measurement; evidence controls; privacy-aware, human-reviewed automation. Connects data products and workflow design with business requirements, operating ownership and measurable value.

ANALYTICS & MARKET INTELLIGENCE

Data platforms and analysis: Databricks; Python; Pandas; NumPy; SQL; DuckDB; advanced Excel. **Business intelligence:** Power BI; Tableau. **Healthcare market intelligence:** Trella; Definitive Healthcare; Intellimed; NPPES.

COMMERCIAL & CLINICAL WORKFLOWS

CRM and revenue operations: HubSpot; Salesforce Health Cloud; Microsoft Dynamics 365. **Acquisition and account intelligence:** GA4; Sales Navigator; Outreach; ZoomInfo; Gong. **Clinical and pharmacy workflows:** Epic/EHR workflows; ScriptPro; HL7/FHIR and API fluency.

INDEPENDENT PORTFOLIO PROTOTYPING

FastAPI; Next.js; REST APIs; Supabase/Postgres; Git/GitHub. Portfolio work includes healthcare strategy tools, financial models, data products, workflow prototypes, evidence libraries and implementation roadmaps.