

# Azis R. Dabas

MBA, MS

## Healthcare Growth, Population Health & Enterprise Operations

Strategic Accounts | Population Health | Payer-Provider Strategy  
P&L Leadership | AI-Enabled Operating Models

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### EXECUTIVE PROFILE

Healthcare growth, population-health, and operating executive with 10+ years building businesses, strategic accounts, provider networks, regulated care models, and scalable operating systems across behavioral health, kidney care, Article 28 multispecialty delivery, home-based care, specialty pharmacy, and healthcare technology.

Combines founder/COO operating leadership, enterprise growth, payer-provider economics, population health, M&A diligence, data/AI transformation, and market commercialization. Track record includes scaling a specialty-pharmacy platform from \$0 to \$8M+ annualized revenue at 18%+ EBITDA, leading growth across a 13-facility / 348-station dialysis network, originating an early-CKD bioprognostic collaboration expanding testing access to 2,000+ patients, identifying a modeled \$125.9M claims-leakage opportunity, building RoadL/home-based-care growth architecture, and designing a behavioral-health Growth OS that activated 1,200+ clinicians while reducing CAC 18%.

\$8M+ annualized revenue scaled | \$125.9M modeled leakage opportunity | 13 / 348 facilities / dialysis stations

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### SELECTED ENTERPRISE VALUE CREATION

- Co-founded and operated Nova Q Health & Viva Pharmacy from **\$0 to \$8M+** in annualized revenue, sustaining **18%+ EBITDA** margins while leading a **25-person team**, payer/PBM access, compliance, technology-enabled operations, and complex-therapy access for **10,000 covered lives**.
- As Vice President, Growth & Population Health at Atlantic Dialysis, led enterprise growth across 13 facilities / 348 dialysis stations; built a **\$44M+ annualized referral-revenue engine**, originated the Renalytix / NYKHM collaboration expanding kidneyintelX.dkd access to **2,000+ patients**, and operationalized CMS payment-policy change across the network.
- As Business Account Executive at Doral Health & Wellness, converted **3B+ claims records** into account and network strategy, identified a **modeled \$125.9M leakage opportunity**, increased **referrals 163%**, and built growth architecture spanning Article 28 multispecialty care, RoadL medical home visits, HouseCalls/home care, and value-based payer pathways.
- At Mindful Care, architected an integrated Growth OS across CRM, scheduling, EHR, claims/BI, referral development, clinician supply, payer coverage, intake, and capacity; activated **1,200+ clinicians**, expanded coverage 25%, reduced **CAC 18%**, increased **LTV 3.2x**, and generated **\$420K** in qualified pipeline.
- Built regulated growth systems across **M&A, home-based care**, CCM/RPM, specialty pharmacy, SDOH/benefits access, **CKD risk stratification**, prior authorization, denials, payer policy, capacity planning, and executive performance management.

## PROFESSIONAL EXPERIENCE

## Mindful Care

### Director, Business Development & Marketing

2025-2026

New York, NY | Multi-state behavioral-health platform | Same/next-day psychiatry, therapy, MicroTherapy, TMS & digital care | Growth OS, RevOps, access & partnerships

- Architected the **Mindful Care Growth OS**, integrating HubSpot Enterprise, NexHealth, DrChrono, Power BI, and claims analytics into a closed-loop operating model spanning patient acquisition, referral attribution, intake, scheduling, clinical encounters, billing/outcomes, capacity, and executive performance.
- Designed Enhanced Patient Flow and capacity-management workflows with **24-hour first-contact SLAs**, intelligent intake assignment, real-time booking, no-show prevention, referral-partner reactivation, lifecycle automation, and load-balancing rules that tied marketing spend to provider availability and service-line economics.
- Led activation efforts spanning **1,200+ clinicians** and expanded geographic **coverage 25%**; redirected acquisition toward reimbursable cohorts and high-intent referral channels, reducing blended **CAC 18%**, increasing patient **LTV 3.2x**, and generating **\$420K** in qualified pipeline.
- Commercialized **MicroTherapy**, **MindFit/group therapy**, psychiatry and ADHD pathways, addiction recovery, TMS, and digital behavioral-health offerings into payer/provider narratives, referral pathways, service-line economics, and market-expansion priorities.
- Designed predictive and executive intelligence modules for patient drop-off risk, **90-day capacity forecasting**, marketing ROI optimization, clinical-outcome signals, and role-based KPI dashboards, with **HIPAA / 42 CFR Part 2** controls, audit logging, and human decision governance.

## Doral Health & Wellness

### Business Account Executive

2025

New York, NY | PE-backed Article 28 multispecialty system | 12+ specialties | Strategic accounts, RoadL/HouseCalls home-based care, provider growth, VBC & regulated expansion

- Owned strategic-account and provider-growth planning across a **12+ specialty Article 28** ambulatory platform and adjacent home/community services; mapped service-line demand, executive stakeholders, payer economics, referral corridors, and expansion priorities with the CFO and operating leadership.
- Built a Databricks claims-intelligence framework across **3B+ records**; converted a **modeled \$125.9M leakage opportunity** into account plans, referral corridors, and network priorities; established **1,362 provider relationships** and increased **referrals 163%** in three months.
- Linked referral routing and access redesign to **approximately 4,000 activated patients** and an **estimated \$22M** downstream lifetime-value opportunity; translated utilization and demand into service-line economics, capacity decisions, and executive value cases.
- Supported negotiation and implementation of **\$3.2M+ value-based agreements** aligned with HEDIS/Stars, RAF/HCC, CMS-HCC V28, annual wellness visits, care-gap closure, risk adjustment, and quality incentives across payer relationships touching **8M+ covered lives**.
- Built the MarketScape / 90-day GTM architecture for **RoadL on-demand medical home visits** and **Doral HouseCalls/home-care** growth, targeting health plans, ACOs, IPAs, hospitals, CHHAs, and provider groups around AWW, TCM, HEDIS/Stars gap closure, risk capture, urgent/routine home visits, and homebound primary care.
- Advanced growth across **Article 28 / CON-regulated** ambulatory services, HCBS, home health, and mobile care; translated licensure, service-area, payer, workforce, capital, and operating constraints into launch, expansion, 340B/APG, and M&A diligence decisions.
- Expanded payer and institutional relationships with Fidelis Care, Healthfirst, Empire BCBS, ArchCare, CHN, Housing Works, Essen, Wyckoff Heights, FQHCs, and community networks; evaluated payer mix, RCM integrity, referral capture, and operating feasibility, expanding **capacity 30%** and identifying **\$240K in savings**.

## PROFESSIONAL EXPERIENCE

# Atlantic Dialysis Management Services

## Vice President, Growth & Population Health

2024-2025

New York, NY | 13-facility / 348-station ESRD/CKD network | Enterprise growth, population health, analytics, payer/provider strategy, M&A & access

## ATLANTIC PLATFORM IMPACT

13 facilities / 348 dialysis stations | \$44M+ annualized referral-revenue engine  
2,000+ kidneyintelX.dkd access | 32% cycle-time reduction | 64% acceptance improvement

- Owned enterprise growth and population-health strategy across a **13-facility / 348-station dialysis network**; directed growth analytics/data workstreams and aligned payer cohorts, census, provider networks, facility capacity, access, service-line economics, and executive operating cadence across admissions, clinical, finance, and facility teams.
- Built a **\$44M+ annualized referral-revenue engine** by redesigning nephrology and hospital referral architecture, expanding 40+ physician relationships, diversifying 15+ institutional/community channels, and reducing referral concentration from **42% to 18%**.
- Built performance management across conversion, 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%**.
- Led **M&A and expansion diligence** with finance and operations, evaluating census, station capacity, payer mix, reimbursement, referral flows, quality, staffing, and integration economics; integrated Trella Health, Definitive Healthcare, CarePort, and internal data into executive decision support.
- Originated the **Renalytix / New York Kidney & Hypertension Medicine** collaboration later publicly announced to expand kidneyintelX.dkd access to **2,000+ patients** in underserved Greater New York communities; built the commercial pathway around early-CKD risk stratification, PCP engagement, and earlier nephrology intervention.
- Expanded the Bhat & Mattoo nephrology platform and helped establish **New York Kidney & Hypertension Medicine**, extending the growth model upstream from ESRD into CKD prevention, hypertension, primary-care integration, bioprognostics, and value-based coordination.
- Led network readiness for CMS's **January 1, 2025** oral-only phosphate-binder payment transition under the **ESRD PPS/TDAPA**, coordinating pharmacy/sourcing, billing, claims, payer, facility, and patient-access workflows across the enterprise.
- Created a **Mindset Care benefits-access partnership** connecting CKD/ESRD patients with no-upfront-cost SSI/SSDI application, case-management, and legal support, embedding financial stability and benefits navigation into the population-health model.

## PROFESSIONAL EXPERIENCE

## Nova Q Health & Viva Pharmacy

### Co-Founder & Chief Operating Officer

2019-2023

New York, NY | Specialty-pharmacy and healthcare platform | Full P&L accountability | 25-person team | Operations, payer access, compliance & technology

- Co-founded and scaled the platform from **\$0 to \$8M+ in annualized revenue**, translating strategy into operations across licensing, payer access, provider relationships, patient services, compliance, inventory, dispensing, staffing, and performance controls.
- **Owned P&L** across staffing, purchasing, drug-mix strategy, payer/PBM economics, reimbursement, cost drivers, throughput, and service performance; sustained **18%+ EBITDA margins** through capacity and margin discipline.
- Built **Medicare Part D, Medicaid MCO, commercial PBM, and PSAO** relationships; managed network participation, reimbursement terms, purchasing economics, DIR exposure, medication access, and audit risk.
- Standardized operating controls across **oncology, HIV/AIDS, transplant**, rare/chronic disease, compounding, and limited-distribution therapies, integrating authorization, adherence, documentation, refills, provider service, and patient navigation.
- Led technology-enabled process optimization through ScriptPro dispensing automation, increasing **throughput 150%** with **99.97% accuracy**; secured **URAC accreditation** and expanded complex-therapy access to **10,000 covered lives**.
- Maintained audit and transaction readiness across compliance documentation, quality controls, data preparation, buyer diligence, negotiation support, and integration planning for the **strategic divestiture to Rite Aid**.

## Mega Aid Compounding Pharmacy

### Medical Science Liaison

2018-2019

New York, NY | Institutional compounding & specialty pharmacy | Medical affairs, CCM/RPM, MTM, therapy access, provider education & accreditation readiness

- Served as the **field medical-science and medication-access bridge** between physicians and pharmacy operations, translating disease-state needs, formulation science, specialty-therapy requirements, documentation, reimbursement barriers, and patient response into provider-facing clinical workflows.
- Built chronic-care and remote-monitoring service models spanning **CCM/RPM, Medication Therapy Management**, adherence outreach, symptom/therapy monitoring, escalation pathways, and structured feedback to prescribers for chronic and complex populations.
- Supported specialty-pharmacy expansion and **URAC accreditation/readiness** by standardizing patient-management, clinical documentation, quality, access, compliance, and provider-service workflows alongside **PCAB/USP** compounding operations.
- Developed a flagship **Mount Sinai** relationship representing \$2.3M+ in **annual revenue** and expanded HCP engagement across hospitals, multispecialty practices, and post-acute settings; increased **prescription volume 60%** and **market share 40%** through provider education and clinical relationship development.
- Connected scientific education to credentialing, benefits/access support, onboarding, fulfillment, follow-up, and operational handoffs; built a repeatable provider-support model that raised **provider satisfaction from 71% to 95%** and reduced **denials 34%**.

INDEPENDENT STRATEGY & LEADERSHIP

Maison Dabas Consulting

Principal & Strategic Growth Advisor

2024-Present

Independent, part-time | Healthcare strategy, data products, financial models, and implementation roadmaps

- Develops executive decision materials and operating-model designs across healthcare commercialization, payer economics, strategic finance, population health, and AI-enabled operations.
- Built payer prior-authorization and revenue-cycle use cases, CMS interoperability/FHIR readiness frameworks, value-realization models, phased implementation plans, and human-review evidence gates.
- Designed bounded workflow queues, market-intelligence systems, evidence libraries, and agentic-operation governance with validation rules, audit trails, and human approval controls.
- Built Medicaid, Food-as-Medicine, HRSN/1115/ILOS, Medicare Advantage, kidney referral-closure, and specialty-care growth frameworks connecting buyer needs, reimbursement, operating capacity, and care delivery.
- Produced TAM/SAM/SOM analyses, ICP and buyer maps, NPPES datasets, CRM activation queues, pricing/ROI models, risk registers, and executive investment cases.

EARLIER COMMERCIAL & PEOPLE LEADERSHIP

TMS Health / Valeritas, V-Go Program

Inside Pharmaceutical Sales Representative

2016-2017

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

TMS Health / Novo Nordisk Programs

Customer Care Manager / Health Coach

2015-2017

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

QRO Call Center Operations

Director of Client Relations

Earlier career

Led 100+ agents across 5+ regulated accounts, including offshore operations; owned coaching, QA, compliance, performance, retention, escalations, and client delivery.

LEADERSHIP & OPERATING SCOPE

P&L, Founder & Operating Leadership

Co-founded and operated Nova Q Health & Viva Pharmacy with full P&L accountability; built scalable pharmacy operations, access, compliance, automation, staffing, purchasing, and transaction-readiness capabilities.

Population Health, Strategic Accounts & Growth

Led multi-site kidney-care growth, provider-network strategy, payer alignment, account prioritization, access redesign, value-based agreements, population segmentation, and referral-to-treatment performance.

People, Partnerships & Enterprise Scale

Led a 25-person pharmacy team and earlier 100+ agent service operations; coordinated clinical, finance, admissions, marketing, and facility teams; built executive-level provider and institutional relationships.

## CAPABILITIES &amp; CREDENTIALS

## Executive capabilities &amp; technology

|                                                     |                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Enterprise Growth &amp; Strategic Accounts</b>   | Business building; territory and account strategy; executive and physician selling; enterprise partnerships; home-based care GTM; practice expansion; service-line commercialization; stakeholder mapping; complex negotiation; M&A diligence/integration; pricing; revenue-model analysis.                                          |
| <b>Financial &amp; Organizational Leadership</b>    | P&L and EBITDA; contribution margin; capacity planning; operating cadence; process optimization; compliance and audit readiness; technology integration; team leadership; performance management; forecasting; executive reporting.                                                                                                  |
| <b>Population Health &amp; Payer Economics</b>      | Population segmentation; CKD/ESRD; provider-network growth; referral closure; home dialysis; utilization/access; Medicare Advantage; Managed Medicaid; HEDIS/Stars; RAF/HCC; CMS-HCC V28; CKCC/KCC; ESRD PPS/TDAPA; phosphate-binder policy; AWW/TCM; CCM/RPM; total cost of care; Article 28/CON; HCBS/home health; 340B/APG; URAC. |
| <b>Data &amp; AI-Enabled Transformation</b>         | Claims/835/837 analytics; account prioritization; AI-enabled revenue operations; prior authorization and denials workflow design; EHR/HL7/FHIR/API fluency; value measurement; evidence controls; privacy-aware, human-reviewed automation.                                                                                          |
| <b>Analytics &amp; Market Intelligence</b>          | Databricks; Python; Pandas; NumPy; SQL; DuckDB; advanced Excel; Power BI; Tableau; Trella; Definitive Healthcare; Intellimed; NPPES; market segmentation; account tiering; utilization and referral intelligence.                                                                                                                    |
| <b>Medical, Commercial &amp; Clinical Workflows</b> | HCP/provider education; specialty-pharmacy and medication-access workflows; MTM; CCM/RPM; benefits/SSI-SSDI navigation; SDOH partnerships; RoadL/home-based care; CRM/RevOps: HubSpot, Salesforce Health Cloud, Microsoft Dynamics 365; Epic/EHR; ScriptPro; HL7/FHIR/API.                                                           |

## EDUCATION &amp; CREDENTIALS

**MBA; MS, Big Data and Business Intelligence**

Universidad Isabel I | 2025

**Business Administration Coursework**

New York University | 2019-2023

**Stanford LEAD** | Executive Education | 2025

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

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

**Languages:** English and Spanish (native); French (advanced).

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