

Azis R. Dabas

MBA · MS

Healthcare Growth · Payer Strategy · Value-Based Care · Healthcare AI

347.905.8582 · azis.rafael@gmail.com · linkedin.com/in/azis-dabas · azisdabas.com

SELECTED IMPACT

\$125.9M

Claims & referral leakage identified through Databricks claims forensics across 3B+ records

\$13M+

Annualized referral revenue delivered across a 13-facility NY dialysis network

1,200+

Clinicians onboarded in 90 days across psychiatry, therapy, and addiction recovery

~4,000

Patients activated through referral, network, and payer-aligned growth systems

\$8M+

Specialty pharmacy ARR built from zero, 18%+ EBITDA, exited to Rite Aid

\$3.2M+

Value-based contracts negotiated across HEDIS, Stars, RAF/HCC, AWW, care-gap economics

OPERATING PLATFORM

Revenue Architecture

Provider networks, referral capture, de novo markets, service-line launches, strategic accounts, patient acquisition, GTM governance.

Payer & VBC Strategy

Medicare Advantage, Managed Medicaid, HEDIS/Stars, RAF/HCC, AWW, CMS-HCC V28, CKCC/KCC, SSBCI, total cost of care, payer contracting.

Data-to-Margin

Databricks, SQL, Python, claims forensics, LTV/CAC, HubSpot RevOps, attribution, AI-assisted lead scoring, value-realization modeling.

Founder / PE Operator

Full P&L, EBITDA, M&A diligence, board narratives, integration planning, exit readiness, operating cadence.

EXECUTIVE PROFILE

Healthcare growth executive and commercial operator with 10+ years building provider networks, payer partnerships, value-based care platforms, and AI-enabled operating infrastructure from zero to enterprise scale. Distinctive edge: converts payer complexity, referral fragmentation, reimbursement shifts, and CMS/CMMI rulemaking into revenue architecture, contribution-margin capture, and measurable access growth across PE-backed health systems, specialty pharmacy, dialysis, and behavioral health.

Boardroom-to-field operator with fluency across Medicare Advantage, Managed Medicaid, HEDIS/Stars, RAF/HCC, CMS-HCC V28, CKCC/KCC, 340B/APG, behavioral health reimbursement, specialty pharmacy, claims forensics, and AI-enabled RevOps. Co-founded and scaled a specialty pharmacy from **\$0 to \$8M+ ARR**, culminating in a strategic exit to Rite Aid Corporation.

PROFESSIONAL EXPERIENCE

Executive Director, Growth & Partnerships

OCT 2025 — MAR 2026

Mindful Care · New York, NY

Sopris-backed national same-day psychiatric urgent-care platform delivering hybrid in-person and telehealth behavioral health care across six states.

- Owned **end-to-end growth strategy**, provider network expansion, payer-aligned service-line commercialization, and AI-enabled commercial infrastructure for a multi-state behavioral health platform.
- Led enterprise clinician-network expansion across psychiatry, therapy, and addiction recovery, onboarding **1,200+ providers in 90 days**, expanding geographic coverage **25%**, and materially improving same-day access velocity.
- Designed and operationalized **provider acquisition engine** — sourcing strategy, channel mix, referral-based acquisition, onboarding workflows, credentialing coordination, and integration into scheduling and intake systems.
- Re-architected patient acquisition and referral ecosystem by aligning marketing channels, provider capacity, payer mix, and intake operations; reduced **blended CAC 18%** while improving conversion quality and downstream patient value.
- Built **AI-enabled HubSpot RevOps and growth-intelligence infrastructure from zero** — lifecycle taxonomy, multi-touch attribution, referral-source tagging, predictive lead scoring, cohort segmentation, and LTV modeling.
- Increased **patient lifetime value 3.2x** by shifting growth strategy from generic demand generation to cohort-based segmentation, service-line prioritization, and higher-intent referral pathways tied to payer coverage and clinical appropriateness.
- Designed and commercialized reimbursement-aligned behavioral health service lines — MicroTherapy, MindFit group therapy, and digital mental health treatment — generating **\$420K qualified pipeline in 60 days**.
- Mapped reimbursement strategy to CY 2026 PFS behavioral-health telehealth provisions, APCM/BHI/CoCM opportunities, and expanded DMHT reimbursement to ensure new services were economically viable and scalable.
- Partnered with clinical operations, payer strategy, intake, marketing, and executive leadership to convert behavioral-health access gaps into scalable growth programs, reimbursement pathways, and enterprise-ready service-line offerings.

PROFESSIONAL EXPERIENCE, CONTINUED**Director of Business Development**

APR 2025 — OCT 2025

Doral Health & Wellness · New York, NY*PE-backed Article 28 multispecialty health system focused on network expansion, M&A diligence, payer strategy, and service-line commercialization across 12+ specialties.*

- Owned provider network expansion, payer-aligned growth strategy, claims intelligence, M&A diligence support, and service-line commercialization for a PE-backed multispecialty platform.
- Built proprietary **Databricks claims-intelligence framework** using medallion architecture across **3B+ claims records**, surfacing **\$125.9M in referral and claims leakage** across specialties and payer segments.
- Translated claims analytics into growth strategy by identifying underutilized specialties, referral leakage corridors, payer-specific opportunity gaps, missed downstream revenue, and network deficiencies.
- Established **1,362 net-new provider relationships** across cardiology, endocrinology, nephrology, behavioral health, urology, and primary care through disciplined referral mapping and specialty prioritization.
- Structured payer-aligned growth agreements with NY plans covering **8M+ lives** — including Fidelis Care, Healthfirst, and Empire BCBS — aligned to access, HEDIS/Stars, RAF capture, and avoidable utilization priorities.
- Activated approximately **4,000 YTD patients** and generated an estimated **\$22M downstream lifetime value** by converting referral relationships into measurable patient volume, specialty utilization, and service-line contribution margin.
- Negotiated **\$3.2M+ in value-based contracts** tied to CMS-HCC V28, HEDIS/Stars performance, annual wellness visit capture, risk adjustment specificity, care-gap closure, and quality-bonus economics.
- Forged referral partnerships with ArchCare, Community Healthcare Network, Housing Works, Essen Health Care, Wyckoff Heights, and FQHC networks; improved downstream conversion by double digits while supporting 340B eligibility and APG billing optimization.
- Supported PE value creation and M&A diligence by evaluating specialty growth opportunities, referral capture potential, service-line economics, payer mix, provider alignment, RCM integrity, and operational feasibility.

Director of Business Development

OCT 2024 — APR 2025

Atlantic Dialysis Management Services · New York, NY*Largest independent dialysis network in New York, operating 13 ESRD/CKD facilities and competing against large dialysis organizations in a complex payer, referral, and kidney-care policy environment.*

- Owned growth, referral architecture, payer alignment, census strategy, and operational throughput across a **13-facility ESRD/CKD network**.
- Delivered **\$13M+ in annualized referral revenue** by redesigning nephrology referral architecture, expanding **40+ physician partnerships**, and building a disciplined system for relationship management, intake coordination, and conversion tracking.
- Repositioned Atlantic as a high-touch independent dialysis partner capable of competing against national LDOs through access, responsiveness, physician relationships, and local market knowledge.
- Compressed **referral cycle time 32%** by improving intake workflows, documentation readiness, payer coordination, and handoffs between business development, admissions, facility operations, and clinical teams.
- Increased **acceptance rate 64%**, reduced intake-to-treatment by **4.2 days**, and improved throughput **25%** across all 13 facilities through referral process redesign, payer-facing dashboards, escalation workflows, and operating cadence discipline.
- Guided transition through the **2025 CMMI kidney-model overhaul**, translating CKCC/KCC rule changes, KCF sunset dynamics, benchmark adjustments, QCP reductions, and transplant-bonus changes into payer strategy, referral targeting, and facility-level operating actions.
- Expanded home dialysis census above national average by aligning patient education, nephrologist engagement, payer economics, modality strategy, and operational readiness.
- Built payer-facing performance dashboards aligned to ESRD PPS and APG economics; supported renegotiation and operating conversations with Fidelis, Healthfirst, and UnitedHealthcare.
- Integrated quality and QuAPI-style operating discipline into business development meetings — connecting census, payer mix, throughput, readmissions risk, home modality growth, and referral conversion into one management system.

PROFESSIONAL EXPERIENCE, CONTINUED**Co-Founder & Operating Director**

2019 – 2025

Nova Q Health & Viva Pharmacy · New York, NY*Specialty pharmacy platform spanning 340B, specialty therapeutics, compounding, payer/PBM contracting, compliance, patient access, and full P&L ownership.*

- Co-founded and scaled specialty pharmacy from **\$0 to \$8M+ ARR** – built the operating model from the ground up across licensing, compliance, payer contracting, specialty workflows, inventory management, dispensing operations, patient access, and provider partnerships.
- Built clinical and reimbursement workflows across **oncology, HIV/AIDS, transplant, rare disease, chronic disease, compounding, and limited-distribution drug access** – including authorization, adherence, documentation, and patient navigation workflows.
- Orchestrated **strategic exit to Rite Aid Corporation** – led audit readiness, buyer diligence, integration planning, operational clean-up, data preparation, compliance documentation, and negotiation support to deliver a clean Fortune 500 transaction.
- Owned full P&L with GM-level accountability – maintained **18%+ EBITDA margins** through exit by optimizing payer/PBM contracts, drug mix, inventory controls, staffing model, purchasing discipline, reimbursement accuracy, and operational throughput.
- Structured payer/PBM relationships across **Medicare Part D, Medicaid MCOs, commercial PBMs, and PSOs** – balancing access, margin, DIR exposure, reimbursement terms, limited network participation, and audit risk.
- Automated dispensing operations through ScriptPro robotics, increasing throughput **150%** with **99.97% accuracy** while decoupling revenue growth from labor cost and improving unit economics.
- Secured **URAC specialty pharmacy accreditation** and expanded complex therapy access to **5,000+ covered lives** at exit.
- Built provider-facing partnership model with specialists, clinics, and community healthcare partners to support medication access, adherence, prior authorization support, refill coordination, and complex patient navigation.

Territory Leader & Enterprise Network Lead

2018 – 2019

Mega Aid Compounding Pharmacy · New York, NY*Institutional specialty pharmacy supporting hospital systems, multi-specialty practices, post-acute providers, and complex-care integration.*

- Expanded provider network to **2,000+ physicians and care sites** across hospital systems, multi-specialty practices, and post-acute environments – creating a scalable and compliant onboarding engine across the NYC metro market.
- Closed flagship **Mount Sinai Health System** partnership generating **\$2.3M+ annual revenue** and creating a marquee enterprise reference account that accelerated sales cycles and strengthened institutional credibility.
- Built repeatable enterprise sales playbook for complex pharmacy partnerships – credentialing workflows, referral-source mapping, compliance documentation, account onboarding, physician engagement, and operational handoff.
- Systematized provider credentialing and onboarding processes, reducing friction between commercial development, pharmacy operations, compliance, and provider partners.

EARLIER CAREER**Inside Pharmaceutical Sales Representative** · *Valeritas / V-Go Insulin Delivery*

2016 – 2017

*Commercialized FDA-regulated insulin delivery product across endocrinology and primary care; built foundation in provider-facing sales, reimbursement messaging, and chronic-disease commercialization.***Customer Care Manager / Health Coach** · *Novo Nordisk / Saxenda & Victoza*

2015 – 2017

*Supported GLP-1 therapy engagement, patient adherence, HCP communication, and chronic-disease education across obesity and diabetes care pathways.***Director of Client Relations** · *QRO Call Center Operations*

2011 – 2016

Led 100+ agents across 5+ regulated accounts with ownership of QA, compliance, retention, client communication, workforce discipline, escalation control, and service operations.

CORE COMPETENCIES**GROWTH & COMMERCIAL STRATEGY**

Provider network development · GTM strategy · revenue architecture · de novo expansion · service-line commercialization · strategic accounts · patient acquisition · community partnerships · pipeline governance

HEALTHCARE AI & SOLUTION DESIGN

AI-enabled RCM automation · agentic workflow design · prior authorization automation · denials intelligence · claims/837 analytics · payer portal automation · EHR/FHIR/API integration · value-realization modeling

VALUE-BASED CARE & PAYER STRATEGY

Medicare Advantage · Managed Medicaid · VBC negotiation · HEDIS/Stars · RAF/HCC optimization · CMS-HCC V28 · CKCC/KCC · SSBCI · total cost of care · AWV/care-gap closure

ANALYTICS, OPERATIONS & PE VALUE CREATION

Databricks · Python · SQL · claims forensics · HubSpot RevOps · AI lead scoring · LTV/CAC · M&A diligence · EBITDA · P&L ownership · exit readiness · board-facing analytics

HEALTHCARE DOMAIN BREADTH

Behavioral health · multispecialty care · ESRD/CKD · specialty pharmacy · GLP-1/endocrinology · 340B/APG · Article 28/CON · URAC · regulated call-center operations

SELECTED CREDENTIALS**HEALTHCARE**

AAPC Certified Medical Biller · Certified Medical Office Manager · Johns Hopkins · Health Informatics · Johns Hopkins · Leading AI in Healthcare · Harvard Medical School

DATA & AI

Google Advanced Data Analytics · Google Business Intelligence · AI & Machine Learning with Python · IBM · SAS Machine Learning Engineer Professional · Generative AI for Marketing · Executive Series

BUSINESS & OPERATIONS

Advanced Valuation: M&A, PE & VC · Erasmus Rotterdam · Google Project Management · Scrum Master Professional · SAP Business Analyst · Total Quality Management · NYS Real Estate License

EDUCATION & LANGUAGES**EDUCATION**

MBA, Universidad Isabel I (2025) · M.S., Big Data & Business Intelligence, Universidad Isabel I (2025) · Business Administration, Coursework, New York University (2019 – 2023)

LANGUAGES

English & Spanish (native) · French (advanced)

EXECUTIVE DIFFERENTIATOR

Boardroom-to-field operator combining PE sponsor materials, contribution-margin modeling, and acquisition diligence with daily provider activation, payer authorization, intake, referral execution, and cross-functional operating cadence.