

Wael S. Mourad, MD, MHCM, CPHQ, CHCQM, FAAFP

2111 St. Mary's Blvd, Jefferson City, Missouri 65109, USA

Phone: 816-509-6694 | E-mail: wm782@yahoo.com | [LinkedIn Profile](#)

HOSPITAL MEDICAL DIRECTOR

Dynamic physician executive with passion for creating positive change in areas of finance, utilization management, compliance, quality & safety, workplace culture, and promotion of professional development.

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Experience includes markedly improving hospital revenue cycle metrics, leading health care organizations to multiple HRSA Center of Quality awards, turning around a health care workplace culture from negative to nurturing, securing Joint Commission and HRSA accreditations, enhancing productivity & operational efficiency, decreasing support staff turnover, successful crisis management, and practicing inpatient and outpatient medicine as a full spectrum Family Physician and Obstetrician. Earned master's degree in Health Care Management from Harvard University.

RELEVANT PROFESSIONAL EXPERIENCE

Medical Director of Care Coordination | SSM Health – St. Mary's Hospital **2022-Present**
Jefferson City, MO

Collaborates closely with all hospital departments to optimize hospital performance in areas of utilization management, revenue cycle management, safety quality, and compliance.

- Utilization Management:
 - Actively collaborate with hospitalist group and independent physician group to address length of stay (LOS).
 - Spearheaded efforts to resume in person Multi-Disciplinary Rounds for the first time since pre-COVID era.
 - Appointed to system-level Readmissions Workgroup, representing the Mid-Missouri Region. Successfully introduced innovations to new Discharge Summary template at the regional level, which is in process of adoption throughout the system.
- Revenue Cycle Management: Increased overturn rate of denials of Medicare Advantage inpatient claims from 39% to 72%, and overall turnover rate from 45% to 76% for all payors, leading all hospitals in the SSM Health system in the states of Missouri, Oklahoma, Illinois, and Wisconsin.
- Compliance:
 - Actively involved with difficult discharge situations whereby barriers to discharge are addressed in LOS cases in collaboration with multidisciplinary team, including risk management, compliance, and legal teams.
 - Developed and executed successful performance improvement plan in collaboration with Office of Compliance to ensure CMS compliant documentation of urological procedures.
- Safety: Led ongoing Quality Improvement project to mitigate wrong-site, wrong-surgery, and wrong-person errors (WSPEs).
- Quality/Performance Improvement:
 - Successfully implemented tele-psychiatry QI project which resulted in improved documentation and more clear plan of care.

RELEVANT PROFESSIONAL EXPERIENCE (CONT'D)

Chief Health Officer | Health Partnership Clinic**2018-2022***Olathe, KS*

Member of senior leadership team of Federally Qualified Health Center (FQHC) in Olathe, KS. Responsibilities include oversight of medical, dental, behavioral health, and nursing departments, comprising approximately 60 FTEs. Organizational budget of \$8M and 8K unique patients seen during CY 2021.

- Productivity/Throughput: Led implementation of operational improvements resulting increase in usage of appointment slots from 60% to 70%.
- QI/QA Committee Chairman – built robust QI/QA program.
 - Quality: For first time in organization’s history, received HRSA Health Center Quality Leader – Silver Award designations in 2021 and 2022.
 - Utilization Review: Initiated Referrals Review and Controlled Substances Review committees.
 - Safety: Instituted surveillance of trends, leading to safety improvements.
- Compliance: Successful HRSA Site Visit in 2022 and FTCA re-accreditation for four consecutive years (2019-22). No findings in clinical and quality areas.
- Culture: Led implementation of enterprise-wide morning huddles which successfully led to 67% drop in subsequent communication/customer service related incident reports. Led efforts to combat burnout with dramatic drop in support staff turnover rate.
- COVID-19 Pandemic Initiatives:
 - Led the development and implementation of medical management, patient, and PSR protocols which have led no spread of COVID-19 within clinic facilities to date.
- Led development of medication assisted treatment (MAT) and telemedicine services.
- Other Initiatives:
 - Implemented advanced commercially available clinician and clinic scheduling platform.
 - Successfully led adoption of HIPAA compliant texting platform.
 - Successfully led adoption of telemedicine specialist consultation service.
 - Successful implementation of controlled substance guidelines.
- Leatherman Leadership Questionnaire II Scores in 2018: Over 90th percentile in Managing Change, Managing Conflict & Grievances, Counseling a Problem Employee, Handling Emotional Situations with Employees, Trust & Loyalty Within An Organization, Conducting Employee Meetings, Negotiating, Conducting Performance Appraisals, Team Building, and Project Management.

Associate Chief Medical Officer | Swope Health Services**2017-2018***Kansas City, MO*

Member of senior leadership team of one of the largest Federally Qualified Health Centers (FQHCs) in the Midwestern United States, with responsibilities for customer acquisition, accreditation standards, productivity, quality, and patient safety. Overall organizational budget of \$52M and exercised oversight over 160 FTEs, including 35 medical providers, over 10 locations.

- Productivity/Throughput: Implemented Open Access scheduling in select clinics resulting in a 10% rise in patient volume and 40% decrease in no-show rate compared with 2017 YTD, and resulting in higher CG CAHPS patient satisfaction scores. Designated by HRSA as Access Enhancer in 2018.
- QI Committee Member: Successfully led effort to decrease injection error frequency.
- Quality: Led efforts leading to HRSA Quality Improvers Designation as well as Center of Quality Bronze designation in 2018.

RELEVANT PROFESSIONAL EXPERIENCE (CONT'D)

Clinical Professor and Physician | University Health - Lakewood Medical Center 2008-Present
Kansas City, MO

Family physician practicing the full spectrum of medical care including inpatient, outpatient, adult medicine, pediatric care, maternity, women's health, and procedural care in the office and operating Room (OR). Currently serve as faculty member of the University of Missouri Kansas City (UMKC) Family Medicine Residency Program and Advanced Obstetrics Fellowship, teaching and mentoring family medicine residents, medical students, and fellows the art and science of medicine.

- Director of Colposcopy Clinic and Family Medicine Women's Health Clinic (2014 – 2016).
- Associate Family Medicine Residency Program Director in Women's Health (2014 – 2016).
- Course Director of Evidence Based Practice (2014 – 2016).

EDUCATION

2015-2017	Harvard University T.H. Chan School of Public Health Boston, MA <ul style="list-style-type: none">• Master of Science in Health Care Management• Board Certified in Health Care Quality and Management (ABQAURP)• Board Certified in Administrative Medicine (ABAM)
2007-2008	West Suburban Medical Center/PCC Community Wellness Center Maternal Child Health Fellowship Chicago, IL <ul style="list-style-type: none">• Board Certified in Family Medicine Obstetrics (BCFMO)
2004-2007	University of Wisconsin School of Medicine and Public Health/ Eau Claire Family Medicine Residency Program Eau Claire, WI <ul style="list-style-type: none">• Board Certified in Family Medicine (ABFM)
2000-2004	American University of the Caribbean School of Medicine St. Maarten, Netherland Antilles <ul style="list-style-type: none">• Doctor of Medicine
1996-2000	University of Central Florida Orlando, FL <ul style="list-style-type: none">• Bachelor of Science in Chemistry, <i>magna cum laude</i>

LICENSURE, CERTIFICATIONS & OTHER TRAINING

2024	Certified Professional in Healthcare Quality (CPHQ)
2024	Missouri Department of Commerce and Insurance (Life, Accident, and Health)
2022-2023	Missouri Hospital Administration Annual Health Care Leadership Series, Cohort 19
2021	American Board of Administrative Medicine
2021	American Board of Quality Assurance and Utilization Review Physicians
2020	Board of Certification in Family Medicine Obstetrics
2019	ECRI Risk Management Certification
2018-Present	Fully licensed to practice Medicine and Surgery in State of Kansas
2018	DATA2000 Waiver for Buprenorphine
2016	Fellow of the American Academy of Family Physicians

LICENSURE, CERTIFICATIONS & OTHER TRAINING (CONT'D)

2015	Midwest AIDS Training and Education Center (MATEC) Mini-Residency
2015	Federal Motor Carrier Safety Association Certification
2011	Certified Advanced Life Support in Obstetrics Course Faculty Advisor
2010	National Institute of Program Director Development (NIPDD)
2009	Certified Advanced Life Support in Obstetrics Course Instructor
2008-Present	Fully licensed to practice Medicine and Surgery in State of Missouri
2008	Missouri Controlled Substances License
2007	American Board of Family Medicine
2007-Present	Fully licensed to practice Medicine and Surgery in State of Illinois
2007	Illinois Controlled Substances License
2006	Advanced Trauma Life Support, Provider
2005-Present	Fully licensed to practice Medicine and Surgery in State of Wisconsin
2006	Drug Enforcement Agency
2004	Advanced Cardiac Life Support Provider
2004	Neonatal Resuscitation Program Provider
2004	Advanced Life Support in Obstetrics Provider
2004	Educational Commission of Foreign Medical Graduates
2003	Washington Institute of Health Policy Leadership

COMMUNITY INTERESTS & MEDIA APPEARANCES/MENTIONS

2023	Newspaper article: Grand Opening of La Clinica. https://northeastnews.net/pages/mattie-rhodes-opens-health-clinic-to-serve-jackson-countys-latinos-population/
2022	TV Interview: <i>KRCGT</i> – <i>Jefferson City</i> Interview on RSV Cases in Missouri. https://krcgtv.com/news/local/rsv-cases-are-declining-in-missouri-but-doctors-say-more-viruses-keep-hospitals-full#
2021	La Mega KC radio interview on COVID-19 vaccines. https://nep.facebook.com/LaMegaKC/videos/hoy-con-el-doctor-wael-mourad-en-la-mega-hablando-sobre-la-vacuna-del-covid/235774008218792/
2021	“Overcoming COVID-19 Together,” a bilingual virtual panel by the Juntos Center for Advancing Latino Health. https://www.kshb.com/news/coronavirus/kc-area-health-experts-answer-covid-19-questions-from-latinos-in-bilingual-roundtable
2020	Cited in Medscape article on assistant physicians during the COVID-19 pandemic. https://www.medscape.com/viewarticle/933312
2020	Article in <i>Shawnee Mission Post</i> . Increased use of telemedicine during COVID-19 pandemic. https://shawneemissionpost.com/2020/04/27/telemedicine-visits-gain-popularity-during-covid-19-pandemic-91573/
2020	Radio interview on COVID-19: Served as guest on <i>Up To Date with Steve Kraske</i> on KCUR, Kansas City’s NPR affiliate.
2019	Article in <i>Shawnee Mission Post</i> . Merriam Park, Health Partnership celebrate anniversary of Shawnee Mission’s first school-based clinic. https://shawneemissionpost.com/2019/04/05/merriam-park-health-partnership-clinic-celebrate-anniversary-of-shawnee-missions-first-school-based-clinic-78161
2019	Article in <i>The Odessan</i> , Ribbon cutting for The Medina Clinic’s church based clinic at the First United Methodist Church.
2017	TV Interview: <i>41-KSHB</i> Interview on Missouri Assistant Physician law. https://www.kshb.com/news/health/missouri-law-allows-doctors-to-practice-without-residency
2015	Health & Wellness Magazine <i>Health Matters</i> interview/feature on Prenatal Care

COMMUNITY INTERESTS & MEDIA APPEARANCES/MENTIONS (CONT'D)

- 2015 TV Interview: *41-KSHB* Interview on Measles and Vaccines.
<https://www.kshb.com/news/health/dr-wael-mourad-of-truman-medical-center-discusses-measles-vaccine>
- 2011 Radio Interview on Prenatal Care: Served as guest on *Highlights on Health* weekly radio program on 1590 AM, that focused on prenatal care. The program was open to callers to ask questions.
- 2010 Tony Singh Bill Press Conference: Tony Singh was a 35-year old father who was employed at a local gas station, where he was tragically killed during a robbery. I appeared in a televised press conference by local concerned citizens appealing for passage of legislation for workplace protections aimed at preventing future tragedies.
- 2009-2010 Volunteer teaching at local Sunday school (Overland Park, KS).
- 2008-2009 Toastmasters, International.
- 2006-2007 Mentoring as part of Big Brothers Big Sisters of Northern Wisconsin, a mentoring program for children and adolescents in need of a role model.
- 2005-2007 Sunday School teacher at Islamic Society of Northern Wisconsin (Eau Claire, WI).

PUBLICATIONS & SELECTED REGIONAL PRESENTATIONS

- 2023 Panagiotakopoulos, L. (2023). CDC Recommendations for Hepatitis C Testing Among Perinatally Exposed Infants and Children—United States, 2023. *MMWR. Recommendations and Reports*, 72 (Contributor).
- 2023 **Mourad, WS.** Health Care Management in a Pandemic. AAPS Virtual 2023 – Epidemics & Pandemics: Past, Present, and Future. *American Academy of Physician Specialties*.
- 2023 **Mourad, W.** 2023. “Co-managing High Risk Pregnancy Transitions.” *4th Trimester: Optimizing Postpartum Care*. American Academy of Family Physicians.
- 2023 Ramas R, Magloire M, **Mourad W**, Loafman M. 2023. Physician Panel: The Fourth Trimester: Gateway to Future Health. *4th Trimester: Optimizing Postpartum Care*. American Academy of Family Physicians.
- 2020 **Mourad, WS.** Business of Medicine During the COVID-19 Pandemic: A Perspective. *Missouri Family Physician* 2020;39(3):14-17.
- 2019 **Mourad WS**, Venegoni W. “Medical Care of the Homeless.” CME presentation at Olathe Medical Center in Olathe, KS.
- 2019 **Mourad WS.** Third and Fourth Degree Lacerations. Advanced Life Support in Obstetrics Blended Classroom Video Publication. *American Academy of Family Physicians (AAFP)*
- 2019 **Mourad WS** et al. Maternal Resuscitation and Trauma. Advanced Life Support in Obstetrics Blended Classroom Video Publication. *American Academy of Family Physicians*.
- 2019 **Mourad WS.** Late Pregnancy Bleeding. Advanced Life Support in Obstetrics Blended Classroom Video Publication. *American Academy of Family Physicians*.
- 2018 Cabral J, Bhavishya N, Stokes G, **Mourad WS.** Retrospective analysis of benefits of ultrasound use during uterine aspiration (2018, June). Poster session presented at the Annual Scientific Assembly of the Missouri Academy of Family Physicians, Camdenton, MO. IRB Approval for this study was granted by UMKC in 11/2017.
- 2018 **Mourad WS.** “Reproductive Health.” Missouri Academy of Family Physicians Annual Scientific Assembly in Camdenton, MO.
- 2017 **Mourad WS.** Intrapartum fetal monitoring. Advanced Life Support in Obstetrics Blended Classroom Video Publication. *American Academy of Family Physicians*.

PUBLICATIONS & SELECTED REGIONAL PRESENTATIONS (CONT'D)

- 2017 **Mourad WS.** Labor dystocia. Advanced Life Support in Obstetrics Blended Classroom Video Publication. *American Academy of Family Physicians.*
- 2017 **Mourad WS.** Preterm labor. Advanced Life Support in Obstetrics Blended Classroom Video Publication. *American Academy of Family Physicians.*
- 2016 Offutt C, Wadsworth S, Slack A, **Mourad WS** (2016, June). Oral versus Vaginal Misoprostol in Uncomplicated Inductions of Labor. Poster session presented at the Annual Scientific Assembly of the Missouri Academy of Family Physicians, Camdenton, MO. IRB Approval for this study was granted by UMKC in 12/2015.
- 2016 **Mourad WS.** “Infertility and Family Medicine.” Missouri Academy of Family Physicians Annual Scientific Assembly in Camdenton, MO.
- 2015 **Mourad WS.** “Hormone Replacement Therapy in Primary Care.” Missouri Academy of Family Physicians Annual Scientific Assembly in Camdenton, MO.
- 2015 **Mourad WS,** Bersano DJ, Greenspan PG, Harper DM. Spontaneous rupture of unscarred uterus in a primigravida with preterm prelabour rupture of membranes. *BMJ Case Reports* 2015; doi:10.1136/bcr-2014-207321.
- 2015 Blair JA, Michael K, **Mourad WS** (2015, June). The effect of barometric pressure on rupture of membranes and spontaneous onset of labor in preterm and term pregnancies. Poster session presented at the Annual Scientific Assembly of the Missouri Academy of Family Physicians, Camdenton, MO. IRB Approval for this study granted by UMKC in 12/2014.
- 2015 **Mourad, WS.** Evaluation of early pregnancy bleeding and management of spontaneous miscarriage in primary care. *Missouri Family Physician* 2015;34(2):8-11.
- 2015 **Mourad WS.** (2015). Aldosteronism. In [The 5-Minute Clinical Consult](#) 2016.
- 2012 **Mourad WS.** “Group B Streptococcus in Maternal Child Health.” Truman Medical Centers 2012 Updates in Obstetrics and Gynecology in Kansas City, Mo.
- 2011 **Mourad WS.** “Application of JNC7 Guidelines in a Charitable Care Setting”. National Association of Free Clinics Annual Summit in Charlotte, NC.
- 2011 **Mourad, WS.** “Group B Streptococcus in Maternal Child Health.” University of Wisconsin, Eau Claire Family Medicine Residency Program Educational Conference in Eau Claire, WI.
- 2000 Belfield K, Schafer K, **Mourad W,** Reinhardt B. “Synthesis of New Two-Photon Absorbing Fluorene Derivatives via Cu-Mediated Ullmann Condensations”. *J. Org. Chem.*; 2000; 65 (15); 4475-4481.
- 2000 **Mourad WS.** “Synthesis of 9,9-didecyl-2,7-bis(N,N-Diphenylamino)fluorene.” 2000 64th Annual Meeting of the Florida Academy of Sciences and 1999 Research Experience for Undergraduate Program at the University of Central Florida Poster Session (Summer research fellow with National Science Foundation).

PROFESSIONAL AFFILIATIONS & SERVICE

- 2024 **National Association of Free and Charitable Clinics (NAFC)** Advisory Committee
- 2022-Present Board Member of the **Board of Certification for Family Medicine Obstetrics (BCFMO)**
- 2022-Present Advisory Board Member for Customer Service Certificate Program, **Minnesota State University**
- 2021-Present *Missouri Family Physician*, Reviewer
- 2021-2022 **UnitedHealth Physician Advisory Committee**, Member

PROFESSIONAL AFFILIATIONS & SERVICE (CONT'D)

2020-Present	Commission on Health of the Public and Science (CHoPS) ; appointment by the American Academy of Family Physicians (AAFP); member of Subcommittee on Clinical Recommendations and Policy (SCRCP) and AAFP National Research Network (NRN) Liaison, as well as AAFP representative for CDC PROTECT Initiative and reviewer for CDC Morbidity and Mortality Weekly Review (MMWR). Contributing author to AAFP's recommendation on colorectal cancer screening.
2020-Present	Kansas City Medical Society Foundation , Director and Chair of Charitable Care Committee (2024)
2018-Present	Advanced Life Support in Obstetrics , Reviewer, Course Director, Course Faculty Advisor, and Advisory Board of Directors Member (2016)
2017	Grandview District Wellness Committee , Physician member
2015-2019	Missouri Family Health Council , Director, Chair of Medical Committee (2015 to 2019) and Treasurer and Chair of Finance Committee (2017 to 2019)
2015-2022	<i>Harvard Public Health Review</i> , Reviewer
2014-2023	Missouri Academy of Family Physicians , Director
2012-2017	<i>Maternal Child Health Journal</i> , Reviewer
2009-Present	The Medina Clinic (Grandview, MO), President & Medical Director. Co-founder and volunteer executive principal this 501(c)(3) non-profit charitable primary care clinic dedicated to serving the uninsured and underinsured patient population of Jackson County, Mo and surrounding areas. Budget exceeds \$60K annually with a staff of over 20 clinicians and multiple paid staff.
2008-2010	Sojourner Free Clinic , Volunteer Physician (Kansas City, MO)
2008	IMAN Free Clinic , Volunteer Physician (Chicago, IL)
2008	Community Health Clinic (CHC) , Volunteer Physician (Chicago IL)
2006-2007	Chippewa Valley Free Clinic , Volunteer Physician (Eau Claire, WI)
2006-2007	Barron Hospital Emergency Department , ED Physician (Barron, WI)
2000	Florida Space Institute , Research Assistant (Orlando, FL)
1998-2000	Chemical Research Analyst at Lockheed Martin (Orlando, FL)
1996-1998	Staff writer and Editor & Chief (1997-98) of The Pulse , the newsletter of the University of Central Florida (UCF) chapter of the pre-med American Medical Student Association (AMSA)
1996-1997	Central Florida Future , staff writer for student run school newspaper at the University of Central Florida

HONORS & AWARDS

2022	Heroes in Healthcare . Award from Ingram's – Kansas City's Business Magazine
2019	Crescent Peace Society Community Service Award .
2016	Jack L. Mulligan Teacher of the Year Award . University of Missouri Kansas City Family Medicine Residency Program annual recognition of faculty member for teaching of residents with the highest standards.
2014	Vitals Patients' Choice Award .
2014	Jack L. Mulligan Teacher of the Year Award . University of Missouri Kansas City Family Medicine Residency Program annual recognition of faculty member for teaching of residents with the highest standards.
2012	Recipient of the Businesses for Investment and Growth in Grandview (BIGG) from the Mayor of the city of Grandview, the Grandview Chamber of Commerce, and the Grandview Economic Council.

HONORS & AWARDS (CONT'D)

2007	McGovern-Tracy Scholars Award. University of Wisconsin School of Medicine and Public Health Department of Family Medicine Award for Community Service and Leadership.
2000	Top Undergraduate Presentation. 64 th Annual Meeting of Florida Academy of Sciences.
2000	Outstanding Graduate of Baccalaureate Program in Chemistry
1996-2000	Florida Undergraduate “Bright Scholars” Scholarship. Full tuition plus books merit scholarship.
1996-2000	University of Central Florida “High Achievement” Scholarship
1996	American College of Cardiology Florida Chapter Essay Contest Scholarship First Prize: “The Patient Comes First.”

PROFESSIONAL MEMBERSHIPS

- American Academy of Family Physicians
- American Academy of Physician Specialties
- Association of Family Medicine Residency Directors
- Missouri State Medical Association
- Missouri Academy of Family Physicians
- Missouri Hospital Association
- American College of Physician Advisors
- Society of Teachers in Family Medicine
- WONCA (World Organization of Family Doctors)

REFERENCES

Available upon request