

M. Shafeeq Ahmed, MD, MBA, FACOG

SUMMARY:

Physician executive with demonstrated experience in multi-specialty medical practice operations, hospital operations, medical staff affairs, and healthcare quality leadership within the context of a complex health system with a matrix environment. Proven operational, strategic, analytical, financial, and change leadership skills. Action-driven transformational leadership style with a focus on effective communication and team building. Recognized by Becker's Healthcare Review as one of the "100 Hospital and Health System CMO's to Know" from 2014-2020.

PROFESSIONAL EXPERIENCE:

JOHNS HOPKINS MEDICINE- HOWARD COUNTY GENERAL HOSPITAL

(Columbia, MD)

2016- present

Johns Hopkins Medicine (JHM) is an \$8 billion-dollar global enterprise that operates six academic and community hospitals.

Howard County General Hospital is a 264-bed comprehensive acute-care JHM hospital that has annual total revenue of \$330M, ~1800 FTE's, and a professional staff of over 950 physicians.

HOSPITAL PRESIDENT

2020- present

INTERIM PRESIDENT (11/2020- 7/2021)

Entity leader of the Howard County General Hospital (HCGH) executive leadership team and responsible for building on the high standards for patient safety and service, financial performance, and employee engagement. Direct oversight over clinical and non-clinical operations, which also includes finance, human resources, marketing/ communication, process improvement, and population health. Working collaboratively with health system leaders to deliver excellent care to the community and for the Johns Hopkins health system. Responsible for regional deployment of the health system's strategic clinical programs.

CHIEF MEDICAL OFFICER/ VICE PRESIDENT OF MEDICAL AFFAIRS

2016- 2020

Designated as the chief medical safety and quality officer, working to integrate services and quality care standards with those of Johns Hopkins Medicine. Provides administrative oversight and service support for professional staff activities, physician relations, and all contract-based physician services (hospitalists, ED physicians, intensive care, neonatology, psychiatry, Ob/Gyn hospitalists, pathology, and anesthesiology)

Serves as head of all quality related activities, which also includes risk management, regulatory affairs, patient relations, and patient experience. Oversight for research and educational activities (medical student,

residents). Serves as the local director for the Armstrong Institute for Patient Safety and Quality at Howard County. *Assistant Professor* in the department of GYN/OB- Johns Hopkins School of Medicine.

Key Accomplishments-

- “Incident Commander” for COVID-19 hospital response in 2020/21
 - Managed Daily Incident Command meeting/ leadership group
 - Established local infection control practices for PPE use/ distribution
 - Oversaw development of COVID-19 specific units
 - Oversaw protocols for COVID-19 testing of staff and patients
 - Developed “surge protocol” for first and second disease surge
 - Oversight of local employee vaccine distribution program
- Established *Armstrong Institute for Patient Safety and Quality at Howard County* (satellite campus designation)
- *JHM Diversity and Inclusion Leadership Advisory Council*- co-chair with system Chief Diversity Officer
- Led operational efficiency project for the observation unit leading to a 30% reduction in LOS over a 1-year period
- Led operational efficiency project for the emergency department which led to a reduction in patients “left without being seen” (2.4% to 0.4% over 1-year), a 20% reduction in the LOS for discharged patient, and 42% reduction in boarding time over 1-year period
- Led operational efficiency project for the inpatient operating room which led to an increase in first case starts by 25% and a 18% reduction in overnight add-on cases by developing a daytime add-on room
- Led program implementation for new Johns Hopkins faculty joint surgery program at Howard County in 2020
- Reduction of CLABSI rate by 75% between 2018 and 2019
- Oversight for Physician Division (contracted physician services- hospitalists, OB hospitalist, psychiatry, intensivists, anesthesia, neurology, endocrinology) with \$823K favorable variance to budget in first year (2019)
- Deployed “Communication in Healthcare” program (PEARLS) for hospital- based providers
- Initiated “physician and RN” cohort rounds model – improved hospitalist HCAHPS score by 5 points over prior fiscal year (70 to 75)
- Deployed evidence-based practice bundles for nursing care- improved HCAHPS score by 17 points across all domains over prior fiscal year
- Leapfrog survey “A” score for hospital in 2018- Only MD hospital noted to have an “A” score during inaugural rollout
- Oversight for regulatory affairs- Successful Joint Commission Triennial Survey 2019
- Assumed oversight over MHAC program (Maryland hospital acquired conditions) in CY18. Performance improved from 0.28 in CY17 to 0.71 YTD CY 18.
- 2018 Gallup employee engagement score for direct reports – 4.22 (hospital mean – 4.01, 60th %ile)
- Provide leadership over Signature Ob/Gyn (a Johns Hopkins Community Practice with 70 FTE’s and \$13M in NPSR). Achieved net savings of ~\$377K for upcoming budget through expense management/ revenue enhancement strategies
- Oversight for EPIC transition within Signature OB/Gyn in 2020
- Initiated a year-long leadership development program for the members of the medical executive committee in cooperation with the Johns Hopkins Carey School for Business
- Developed a “clinical operations team” to address operational issues that required multi-disciplinary cooperation and process improvement
- Established “critical event review team” (CERT) in order to address adverse event disclosures to patients
- Established 5 Johns Hopkins School of Medicine medical student clerkships at Howard County General
- Initiated “Resilience in Stressful Events” (RISE) program at hospital, in order to support employees experiencing stressors as “second victims”

- Co-chair for newly formed hospital “Diversity and Inclusion Council” in 2016
- Implemented Multidisciplinary Peer Review format for education of physicians, RN’s, ancillary staff on sub-optimal outcomes in medicine/ ER/ ICU

BAYSTATE HEALTH & BAYSTATE MEDICAL PRACTICES
(Springfield, MA) 2003- 2016

Baystate Health is an integrated healthcare network that includes an academic tertiary care hospital, four community hospitals, an employed physician network, visiting nursing association, and a health plan.

CHIEF OPERATING OFFICER & CHIEF MEDICAL OFFICER-
BAYSTATE HEALTH EASTERN REGION
(Baystate Mary Lane Hospital, Baystate Wing Hospital & Baystate Medical Practices)
2014- 2016

COO role- The Baystate Health Eastern Region (NPSR of ~ \$115M and 780 FTE’s) includes Baystate Mary Lane Hospital (25-bed Facility-Ware, MA) and Baystate Wing Hospital (74-bed facility- Palmer, MA)

Responsible for inpatient and outpatient operations for both hospitals. Operational leadership over nursing, ancillary testing, behavioral health, rehabilitation services, facilities, food and nutrition, environmental services, and capital projects.

CMO role- Leadership for Baystate Medical Practice sites in the Eastern region (**60+ physicians, 2 hospitals, and 6 ambulatory care centers**)

Operational/ financial leadership over hospital medicine, ob/gyn, emergency medicine, anesthesia, surgery, ENT, gastroenterology, orthopedic surgery, endocrinology, adult/ pediatric primary care, and neurology. Leadership over quality department, medical staff office, and ambulatory medical centers. Responsible for physician recruitment and regional/ system integration of Baystate Wing Hospital/ medical staff into Baystate Health.

COO Key Accomplishments:

- Consolidation of regional senior leadership team and middle management
- Executed strategic clinical integration projects across both campuses (i.e. ICU transfers, consolidation of Sleep lab, etc.)
- Identified and carried out expense reduction strategy for both campuses nearing ~ \$1.4M in 2015
- The FY15 Baystate Mary Lane Value-Based Purchasing (VBP) payment percentage was 2.11%, indicating a full hospital take-back plus +0.618% increase in reimbursement.

CMO Key Accomplishments:

- Conversion of Wing Hospital employed and private physicians into Baystate Medical Practices model of employment
- Oversight for conversion of the ambulatory EMR from Allscripts platform to Cerner platform
- Developed KPI system for newly acquired Baystate Wing Practices focusing on Access to Care and Productivity via monthly dashboard

Recognitions:

- Joint Commission Top Performer in Surgical Care and Pneumonia for both hospitals
- 5-star HCAHPS rating - inpatient services for communication about medications, for pain management, and for discharge planning at Baystate Mary Lane
- 4-star HCAHPS rating - inpatient and outpatient services for overall quality of care at Baystate Mary Lane

- Leapfrog “A” rating at Baystate Mary Lane/ Gold Plus Award from the American Stroke Association for stroke care at Baystate Wing

CHIEF OPERATING OFFICER & CHIEF MEDICAL OFFICER 2012- 2014
(Baystate Mary Lane Hospital & Baystate Medical Practices)

COO Key Accomplishments:

- Served as “Acting President” during transition period leading up to acquisition of Wing Memorial Hospital
- Established a “30-minute pledge” in the Emergency Department that was achieved in 90% of visits, while maintaining a patient satisfaction score at 88%ile
- LEAN methodology introduced to multiple hospital departments, with Value Stream Analysis conducted in Emergency Department, Radiology, Lab, and Ob/Gyn outpatient practice
- Lead initiatives that raised employee engagement from the 26thile to the 40th %ile on Gallup survey between 2013-2015 at Baystate Mary Lane

CMO Key Accomplishments:

- Successful physician recruitments in gastroenterology, general surgery, ob/gyn, hospital medicine, and primary care
- Lead grant application team that received a \$499,600 state grant (CHART) for establishing outpatient telemedicine pilots in cardiology, neurology, and psychiatry.
- Transitioned Hospital Medicine program to an outsourced model via Sound Physicians in order to improve staffing and program quality
- Active member of Baystate Health’s PHO (Baycare Health Partners) “Contract Review Committee” – Evaluating Risk-based contracts for regional member providers

Recognitions:

- 2012 *BH President’s Quality Award* for work on “Evidence-Based Interventions to Support Patient Centeredness.” Specific recognition for performance on HCAHPS scores that we are leaders in the health system
- Readmission performance: 1 of 7 hospitals in the state receiving no penalty for hospital re-admissions in 2013
- Baystate Mary Lane Rehab Care received a PRC 5-star excellence award for “overall quality of care
- Clinical Effectiveness Scores (composite scores) consistently at or above 98% based on CMS criteria

CHIEF MEDICAL OFFICER 2010-2012
(Baystate Mary Lane Hospital & Baystate Medical Practices)

Key Accomplishments:

- Expanded the regional presence of subspecialties via shared staffing model with tertiary care medical center. Services included- cardiology, endocrinology, neurology
- Transitioned inpatient obstetric unit from Baystate Mary Lane to Baystate Medical Center and converted space into a satellite for the Baystate Regional Cancer Program
- Transitioned radiology model of care from solo radiologist to outsourced coverage from system based multi-specialty radiology group in order to achieve expense reduction while enhancing quality of care
- Transitioned medical practices for two private practice PCP’s into BMP employed PCP practice
- Recruitments in Primary Care in order to re-build local employed PCP practice
- Promoted EMR adoption by providers in order to successfully attain \$1.7M in “Meaningful Use” incentives

- Lead major expense reduction effort in Baystate Medical Practices for ~\$570K in savings
- Re-organized Quality Department with new leadership and structure/ Established models for a Hospital Quality Council and Multidisciplinary Peer Review process
- Oversight over Medical Staff Office functions including credentialing process, FPPE/ OPPE process initiation, peer review, and medical executive committee performance

Recognitions:

- One of two individuals selected/ funded from Baystate Health to attend the Massachusetts Healthcare Leadership College fellowship program

REGIONAL MEDICAL DIRECTOR 2006-2010
(Baystate Affiliated Physician Organization)

Served as a regional leader for local Baystate Medical Practice sites, which included Ob/Gyn, Pediatrics, Adult Primary Care, and Urgent Care. Responsible for operational and medical leadership for all practices in the region. Additional roles held-

- Vice President of Medical Staff- Baystate Mary Lane Hospital (2009-2011)
- Chair of Ob/Gyn- Baystate Mary Lane Hospital (2003- present)
- Medical Director- Baystate Medical Practices- Quabbin Adult Medicine/ Rapid Care Clinic (2006-2010)

MEDICAL DIRECTOR- MARY LANE OB/GYN 2003-2006
(Baystate Affiliated Physician Organization)

Practicing physician as well as medical director of Ob/Gyn practice

- Chair of Ob/Gyn- Baystate Mary Lane Hospital (2003- present)

NAVAL HOSPITAL- MCAS CHERRY POINT 2000-2003
(Havelock, NC)

Served in the U. S. Naval Medical Corps as an attending Ob/Gyn physician. Honorable discharge at rank of Lieutenant Commander.

Positions held during service-

- President of Medical Staff 2002-2003
- Chief of Department of Ob/Gyn 2002-2003

EDUCATION

Master of Business Administration (2015)

*Isenberg School of Management-
 University of Massachusetts, Amherst*

Residency- Obstetrics & Gynecology (2000)	<i>Baystate Medical Center/ Tufts University School of Medicine Springfield, MA</i>
Doctor of Medicine (1996)	<i>Boston University School of Medicine- Boston, MA</i>
Bachelor of Arts (1996)	<i>Accelerated 6-year BA/MD Honors Program- Magna Cum Laude Boston University Boston, MA</i>

TRAINING

Massachusetts Healthcare Leadership College Fellow (Massachusetts Hospital Association & Center for Creative Leadership)	2012
Patient Safety and Quality Leadership Academy (Armstrong Institute for Patient Safety and Quality)	2017
LEAN Sigma Green Belt Training (Johns Hopkins Medicine)	2016
Trained Facilitator – Communication in Healthcare Course (Institute for Healthcare Excellence)	2017
Executive Certificate in Health Care Leadership and Management (Johns Hopkins Carey Business School)	2017
Just Culture “Champion” (Outcomes Engenuity/ Johns Hopkins Medicine)	2020
Johns Hopkins Medicine Leadership Development Program	2020
Leadership Howard County- Premiere Program	2021

HONORS & SCHOLARSHIPS

Health Professions Scholarship Program- U.S. Navy	1993
Resident Achievement Award- Society of Laparoendoscopic Surgeons	2000
“100 Hospital and Health System CMO’s to Know” <i>Becker’s Hospital Review</i>	2014
“Beta Gamma Sigma Honor Society- UMass- Amherst	2015
“500 People to Know in Healthcare” <i>Becker’s Hospital Review</i>	2015
“100 Hospital and Health System CMO’s to Know” <i>Becker’s Hospital Review</i>	2016
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“100 Hospital and Health System CMO’s to Know” <i>Becker’s Hospital Review</i>	2020

BOARD MEMBERSHIPS

Member- Baystate Affiliated Physician Organization Board of Directors	2008- 2010
Member- Baystate Medical Practices Board of Directors	2010-2013
Member- Baystate Medical Practices Board of Directors (second term)	2015- 2016
Member – Quaboag Valley Chamber of Commerce Board of Directors	2014- 2016
Member- Maryland Hospital Education Institute Board of Directors	2017-present
Member- Howard County General Hospital Board of Directors	2016- present

PROFESSIONAL AFFILIATIONS

American College of Physician Executives (ACPE) - member
 American College of Healthcare Executives (ACHE) - member
 Fellow of the American Congress of Obstetrics and Gynecology (FACOG)
 Board certification in Obstetrics and Gynecology- American Board of Obstetrics and Gynecology (ABOG)
 Maryland State Medical License, Massachusetts State Medical License & North Carolina State Medical License

PRESENTATIONS

- “COVID-19 CASE STUDY: Crisis Leadership within a Community Hospital Setting.” *Johns Hopkins Bloomberg School of Public Health* – Online lecture for Master’s degree in Quality and Patient Safety. December 2020.
- CMO roundtable participant- *Health Leaders Healthcare System of the Future Roundtable Event*. Sept. 2020.
- “Transformational Industry Change.” *Healthcare Chief Medical Officer Summit 2019*. Scottsdale, AZ.
- “Limiting the Off- label use of KCentra in High Value Warfarin Therapy” (Poster presentation) *Podlasek S, Linton R, Paluru S, John I, Shepardson A, Ahmed MS et al. High Value Practice Academic Alliance National Conference. Baltimore, MD. September 2018.*
- “Stop the Revolving Door: Readmission Reduction Strategies”- *presentation at “Premiere Breakthroughs” national conference. Nashville, TN. June 2018*
- Invited panelist for “Civility Symposium/ VPMA Roundtable” -*JHM Medical Staff Leadership Retreat. Chevy Chase, MD. June 2018*
- “Physician Integration and the Evolution of Physician Executives”- *Guest Lecturer for “Essentials of Transformational Leadership” course for Johns Hopkins Bloomberg School of Public Health. Baltimore, MD. October 2017*
- “Quality Structure and Adaptive Change at Johns Hopkins Medicine”- *co-presenter with Dr. Peter Pronovost- National Security Agency (NSA), Fort Meade, MD. August 2017*
- “The Make-up of a Successful CMO”- *Panel Speaker- National Healthcare CMO Summit Pasadena, CA. March 2017*
- “The Art and Science of a Successful Merger and Acquisition”-*Presenter- National Healthcare CMO Summit- Las Vegas, NV. March 2016*
- “Enhancing Patient Value with a ’30 minute’ Pledge in a Community Hospital ED” *Presenter at American Association for Physician Leadership Annual Meeting-Las Vegas, NV. April 18, 2015“*
- Enhancing Patient Value with a ’30 minute’ Pledge in a Community Hospital ED”- *Presenter at Healthcare Executive Leadership Forum- Arlington, VA. April, 2015*

ACADEMIC APPOINTMENTS

Assistant Professor- Department of GYN/OB, Johns Hopkins School of Medicine 2018- present

PUBLICATIONS/ RESEARCH

Demidowich AP, Batty K, Love T, Sokolinsky S, Grubb L, Miller C, Raymond L, Nazarian J, **Ahmed MS**, Rotello L, Zilbermint M. Effects of a Dedicated Inpatient Diabetes Management Service on Glycemic Control in a Community Hospital Setting. *Journal of Diabetes Science and Technology*. Feb 2021

Angelino AF, Lyketsos CG, **Ahmed MS**, Potash JB, Cullen BA. Design and Implementation of a Regional Inpatient Psychiatry Unit for Patients who are Positive for Asymptomatic SARS-CoV-2. *Psychosomatics*. Jul 2020 online.

Garibaldi BT, Fiskel J, Muschelli J, Robinson M, Rouhizadeh M, Perin J, Schumock G, Nagy P, Gray JH, Malapati H, Ghobadi-Krueger M, Niessen TM, Kim BS, Hill P, **Ahmed MS**, et al. Patient Trajectories Among Person Hospitalized for COVID-19. *Annals of Internal Medicine*. Sept 2020 online.

Ali I, Vattigunta S, Jang JM, Hannan CV, **Ahmed MS**, Linton B, Kantsiper ME, Bansal A, Srikumaran U. Racial disparities are present in the timing of radiographic assessment and surgical treatment of hip fractures. *Clin Orthop Relat Res*. 2020;478(3):455-461

Ahmed MS and Pronovost PJ. Optimizing Leadership Roles of the Medical Executive Committee within Community Hospitals. *American Journal of Medical Quality*. 34(2) 200-201. 2019.

Coddington CC, Grow DR, **Ahmed MS**, Brown SE, Toner JP, Diamond M. Role of preoperative gonadotropin-releasing hormone agonist in post-operative adhesion formation after myomectomy. *Fertility and Sterility*. 84: S465-S466. 2008

Grow DR, **Ahmed MS**, Adams LA, Hodgen GD, and Reece MT. "Vascular endothelial growth factor receptor (VEGF-R1) is a key regulator in endometrial angiogenesis". *Presented on resident research day and poster presented at ASRM meeting in 9/99(Toronto, Canada)*.

Grow DR and **Ahmed MS**, New Contraceptive Methods chapter, *Obstetrics and Gynecology Clinics of North America*, W.B.Saunders, Dec 2000

Ahmed MS, Donovan J, and Burkman RT. Basic evaluation of nipple discharge. *The Female Patient*. 24:39-42.1999.

Ahmed MS and Barbieri RL. Reoperation rates for recurrent endometriomas after surgical excision. *Gynecol Obstet Invest*. 43:53-54.1997.

"Alteration of seizure threshold in rat model of PCO"
P.I. - D. Mostofsky, Ph.D (Boston University School of Medicine), 1992.

VOLUNTEER WORK

Served as a volunteer for the Food Bank of Western MA for a newly established distribution program in Ware, MA (2013- 2014)

INTERESTS

Running, Golf

