

VICTOR M. SALCEDO, MD, FACP, FCCP, AASM

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Resourceful, strategic, and compassionate physician executive with a proven ability to deliver value through clinically grounded innovation and cost-effective care. Accomplished physician with 35+ years of experience spanning patient care, hospital and system leadership, managed care operations, and physician engagement. Track record of building consensus, advancing quality outcomes, and driving financial and clinical performance. Background includes private practice leadership, clinical research, mentoring family medicine residents, global academic lecturing, and developing a successful Medicare HMO program.

Core Competencies

- Evidence-Based Clinical Practice and Standards
- Quality Improvement & Patient Safety
- Patient-Centered Care Delivery
- Physician & Provider Relations
- Strategic Vision & Healthcare Innovation
- Healthcare Board & Executive Collaboration
- Critical Care & ICU Program Leadership
- Clinical Operations & Care Management
- Provider Network Development & Alignment
- Mentorship, Education & Physician Development

4.8 Google Star Rating

Clinical and Executive History

• Pulmonary Specialist	Village Medical	9/23 to 12/2025
• Private Practice	Houston Chest Internist	1988 to 9/2023
• Medical Director	Texan Plus SW LPO	2009 to 2017
• Executive Board Member	Universal America-Texan Plus	2009 to 2015
• Chairman	Southwest LPO Utilization Review Board SW LPO	2009 to 2017
• Associate Professor	Memorial Family Practice Residency Program	1987 to 2012

Leadership Appointments

Memorial Hermann Southwest Hospital—Houston, TX— Staff physician 1988 to Present. Served as:

- Chairman of Internal Medicine Section
- Credential Committee Member
- Bio Ethics Committee Member
- Medical Director, Respiratory Therapy Department and Pulmonary Function Lab 1990 to 2016—Led the Respiratory Therapy and Critical Care Departments of 32-bed intensive care unit through numerous successful regulatory accreditation surveys.
- Medical Director, Cardiopulmonary Rehabilitation 2010 to 2012
- Medical Director, Sleep Lab 1994-2006

Professional Experience Summary

Medical Director, Paragon Infusion Center

- Lead clinical operations and supervise nurse practitioners across Houston and The Woodlands infusion centers.
- Oversee safe administration of biologic and specialty infusion therapies for acute and chronic conditions.
- Ensure rigorous adherence to clinical protocols and adverse-event response procedures.
- Conduct monthly quality, safety, and utilization review meetings to drive performance and compliance.

Medical Director, Memorial Hermann Southwest Sleep Lab

- Led multidisciplinary clinical and operational team in the design and launch of a six-bed hospital-based sleep lab.
- Maintained medical director responsibilities ensuring adherence to quality standards and patient safety protocols.
- Drove improvement in patient satisfaction and expanded awareness and utilization of sleep services.

Medical Director, Texan Plus Southwest Pod — Universal American

- Directed development and launch of an HMO senior plan IPA, overseeing 45 physicians serving 5,000 Medicare members.
- Served on the Board of Directors contributing to strategic planning, financial oversight, and utilization management.
- Negotiated provider agreements and managed specialty service contracts to ensure cost-effective, high-quality care.
- Reduced bed-days by 20% through utilization optimization; led four clinical managers.
- Reviewed and authorized medical treatment requests ensuring appropriate, value-based care delivery.
- Built strong partnerships between managed care leadership, hospital executives, and physician groups.

Founding Partner, Inpatient Medical Services (IMS/Intercede Health)

- Co-founded hospitalist-driven care model serving multi-hospital Texas health system and capitated health plan.
- Designed and implemented inpatient care management structure improving LOS, admissions, and utilization.
- Achieved positive turnaround within one year improving profitability and clinical performance.
- Developed a Transitional Care Program and clinic reducing ER utilization and preventing avoidable readmissions.

ICU Quality Transformation Leadership Initiative

- Led ICU quality improvement initiative addressing safety and performance gaps using Leapfrog benchmarks.
- Collaborated with hospital leadership and multidisciplinary teams to deploy evidence-based protocols.
- Achieved significant reduction in VAP, ICU LOS, catheter-associated infections, and severe sepsis/septic shock mortality.
- Developed a care model sustained over 15+ years contributing to multiple national hospital quality awards.

Education

Bachelor of Science Biology	University of Maryland, College Park -1973
Doctor of Medicine	Universidad Autonoma de Guadalajara, Mexico 1978
Medicine Internship	Sinai Hospital of Baltimore, Baltimore MD 1979-1980
Internal Medicine Residency	Walter Reed Army Medical Center, Washington, DC 1980-1982
Pulmonary Disease and Critical Care Fellowship	Walter Reed Army Medical Center, Washington, DC 1982-1984

Military Services

Captain	Walter Reed Medical Center 1980-1984
Major	Pulmonary Disease Department Chief, Letterman Army Medical Center, San Francisco, CA 1984-1986
Major	Army Reserve, Houston, TX 1986-1988

Professional Affiliations & Honors

- Fellow of the American College of Physicians
- Fellow of the American College of Chest Physicians
- Fellow of the American Society of Sleep Medicine
- Member of the Harris County Medical Society
 - 2002—Vice President Southwest Branch
 - 2002-2004—Chairman of Medical Ethics Committee
- Hispanic American Medical Association of Houston (HAMAH)
 - 1997—Outstanding Achievement Award
 - 1997—President

Licensure and Certifications

Licensure: State of Texas 1986 to Present

American Board of Internal Medicine Initial Certifications:

Internal Medicine: 1982

Pulmonary Diseases: 1984

Critical Care: 1989

Sleep Medicine: 2009

Houston Area Hospital Affiliations Past and Present Appointments

- Memorial Hermann Southwest Hospital
- Houston Methodist Sugar Land Hospital
- West Houston Medical Center
- East Houston Medical Center
- St. Joseph Medical Center
- Uvalde Hospital
- Del Oro Hospital
- Cornerstone LTAC