

Sam Antonios MD

Physician Executive | Data Driven Health System Leader | Quality, Digital & Financial Transformation | samantonios@outlook.com

EXECUTIVE SUMMARY

Proven physician executive and healthcare strategist with extensive experience leading clinical and quality operations, analytics, quality improvement, financial optimization, and digital transformation in large health systems. Expertise in revenue cycle management, payer relations, operational efficiency, and service line growth. Recognized for transforming fragmented clinical organizations into integrated, high-performing health systems with strong public quality scores and sustainable financial performance, building strong relationships, improving financial sustainability, and driving large-scale change initiatives.

CAREER COMPETENCIES

Health System Leadership in Quality, turnaround & Growth | Multi-Hospital Operations | Managed Care Experience | Revenue Cycle & Utilization Management | Digital Health & Data Analytics | Physician Enterprise & Governance | Regulatory & Accreditation Performance | Service Line Development | Joint Ventures & Payer Strategy | Crisis & Incident Command | Board-Level Leadership

ASCENSION VIA CHRISTI HEALTH

2008-2026

Integrated and largest Catholic Health System in Kansas | 7 hospitals | ASCs | ACO | 4 JVs | Post-Acute Rehab | 250+ providers | Large GME Programs | Nationally recognized quality

Chief Clinical Officer | Physician Executive for the Kansas Market

2020-2026

Chief Medical Officer | CMO for all Acute Care Facilities

2016-2020

Led enterprise-wide clinical, financial and operational transformation across Ascension's Kansas market. Executive accountability for quality, safety, physician enterprise, pharmacy, population health, regulatory compliance, digital transformation and service-line growth.

Enterprise Scope

- Oversight of 7 hospitals, medical group, ambulatory surgery centers, ACO, home health, post-acute care, DME and joint ventures

- Executive leadership of Physician Medical Group, Quality, Pharmacy, Population Health, Care Management, and Graduate Medical Education, Outpatient Clinics
- System-wide responsibility for Joint Commission, CMS, Leapfrog, Healthgrades and specialty accreditation performance
- Participated in advocacy work at the state level in Topeka and federal level in Washington DC
- Played an integral part in growth of key clinical service lines such as neurosciences service line, cardiovascular, oncology and surgery. Led the growth of programs like the structural heart program to 800 per year. Grew the lung program to 1000 per year.

Clinical and Financial turnaround & recovery

- Led post-COVID enterprise recovery, driving multimillion-dollar financial turnaround through throughput redesign, revenue cycle improvement, payer optimization and high-margin service-line expansion
- Built Direct-to-Employer relationship, new concierge medicine segment, generating new recurring revenue streams and launched Medicare Shared Savings (MSSP) programs
- Expanded specialty pharmacy and optimized the 340b Drug Pricing Program, producing significant incremental margin of \$45 million per year
- Provided analytics support to all aspects of operations to support decision making
- Participated in stewardship activities leading to cost improvements of \$5 million dollars

Quality, Safety & Market Reputation

- Achieved **Leapfrog A ratings** across multiple hospitals
- Secured multiple national designations: Level I Trauma, Comprehensive Stroke, CAR-T (FACT), Burn Center, Bariatrics and Geriatric ED
- Delivered top-tier rankings from **US News & World Report** and **Healthgrades**, elevating regional market position
- Optimized all federal quality reporting programs at both the inpatient and outpatient clinical practice (IQR, OQR, VBP, eCQMs)
- Represented Via Christi at the state and national level with interviews and press releases
- **Recognized by McConnell Airforce:** Flag flown over Wichita presented for community contributions during COVID-19.
- **Healthcare Hero 2020, Wichita Business Journal** for impact on the community for COVID-19

Managed Care Experience

- Served on Centene Utilization Review Committee for Medicaid health plan
- Built the Physician Advisor Program for Via Christi
- Served on Ascension Complete (Medicare Advantage product) Board
- Served on Ascension Personalized Care (Marketplace product) Board
- Assisted in negotiations with payer contracts for the health system

Operations & Patient Flow

- Reduced ED boarding by 60% and length of stay while increasing regional transfer acceptance to >90%. Increased discharges before noon to 50%
- Reduced LWBS from 5% to 0.1%. Reduced door to provider to less than 6 minutes.
- Led hospital remodels, transitional care clinics and service-line realignment to improve efficiency and growth

Medical Staff Affairs

- Provide clinical leadership and strategic direction across inpatient, outpatient, and ambulatory settings to ensure high-quality, safety, and cost-effective care
- Oversee quality, patient safety, risk management, and regulatory compliance, including accreditation readiness and external reporting
- Led medical staff governance, credentialing, peer review, and professional practice evaluation (OPPE/FPPE)
- Implemented a new Bylaws and Policies project for 4 hospitals
- Drive **physician engagement and alignment**, fostering a culture of accountability, transparency, and continuous improvement
- Champion high-reliability and patient-centered care principles across the organization
- Guide **clinical transformation initiatives**, including digital health, analytics, care redesign, and value-based care models
- Led systemwide quality and safety initiatives resulting in measurable reductions in harmful events, improved patient outcomes, and sustained regulatory compliance
- Implemented data-driven clinical dashboards and performance reporting, enabling real-time decision-making and accountability
- Successfully guided the organization through accreditation surveys, regulatory reviews, and risk mitigation efforts with no major findings
- Advanced care standardization and evidence-based practice, reducing unwarranted clinical variation across service lines

Chief Medical Information Officer

2013–2016

- Appointed to lead Ascension Via Christi's enterprise digital transformation and clinical informatics strategy.
- Directed Cerner's (now Oracle) largest single-day EHR go-live, stabilizing operations and integrating clinical, financial and operational data
- Built enterprise analytics, clinical documentation and coding platforms that materially improved revenue integrity and utilization management
- Led ICD-10 transition and clinical documentation strategy, protecting millions in reimbursement during a national coding conversion
- Deployed a home-grown Mobile App to support physician workflows
- Deep understanding of data, data analytics including Tableau and Python

Medical Director of Utilization Management**2010–2013**

- Brought in to modernize utilization review, payer engagement, and medical necessity management.
- Built physician-led utilization governance and case management workflows
Created payer-provider operating reviews, improving authorization performance, denial rates and throughput
- Educated medical staff on medical necessity, length-of-stay management and compliance
- Assistance to Revenue Cycle and improvement in AR and reduction in denials
- Led RAC audit work including appeals and documentation improvement efforts
- Created the American Society of Medical Advisors which later became part of ACPA, American College of Physician Advisors
- Served on Boards of ACPA and ACDIS, Association of Clinical Documentation Improvement Specialists

Assistant Professor of Medicine | University of Kansas – Wichita**2008–Present**

Academic hospitalist faculty mentoring residents while integrating health economics, utilization management and operations into clinical training. Manage patients on the clinical service on part time basis

EDUCATION**Master of Quantitative Management – Health Analytics**

Duke University

Master of Medical Management

Carnegie Mellon University

Internal Medicine Residency

University of Kansas School of Medicine

Doctor of Medicine (MD)Saint Joseph University School of Medicine

EXECUTIVE & PROFESSIONAL TRAINING

Finance, Strategy & Healthcare Economics

- Harvard Business School — Finance & Accounting, Business Strategy, Alternative Investments, Advanced Financial Decision Making
- HFMA — Hospital Cost Reporting, Revenue Cycle, Reimbursement, Business Intelligence, Ambulatory and Hospital Finance
- American College of Healthcare Executives — Capital Investment, Cost Allocation, Budgeting

Digital Health, Data & Artificial Intelligence

- MIT Sloan School of Management — AI in Healthcare
- Stanford University — Medical Statistics & Predictive Analytics
- Harvard Business School — AI in Business, Generative AI, Digital Strategy, Analytics for Executives
- Harvard T.H. Chan School of Public Health — AI & Big Data in Healthcare

Quality, Safety & Operations

- Johns Hopkins — Patient Safety Certification
- Institute for Healthcare Improvement — Improvement Science & High Reliability Leadership
- Cornell University — Operations Management & Healthcare Operations

Negotiation, Governance & Leadership

- Harvard Law School — Business Negotiation, Mediation, Influence in Decision-Making
- Harvard T.H. Chan — Conflict Resolution in Healthcare
- Cornell University — Conflict Management

PROFESSIONAL CREDENTIALS & AFFILIATIONS

- **Certified Physician Executive (CPE)** — American Association for Physician Leadership
- **Fellow**, American College of Physicians (FACP)
- **Senior Fellow**, Society of Hospital Medicine (SFHM)
- **Fellow**, HIMSS (FHIMSS)

- **Fellow**, America's Health Insurance Plans (FHIA)
 - **Lean Six Sigma Green Belt** (MGMA)
 - **Yellow Belt**, The Joint Commission
 - **HFMA Certifications:** Hospital Cost Reporting (CHCRS), Revenue Cycle (CRCR), Accounting & Finance (CSAF), Business Intelligence (CSBI), Payment & Reimbursement (CSPR), Physician Practice Management (CSPPM), Ambulatory Practice Management (CSAPM)
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BOARD & COMMUNITY LEADERSHIP

- **Board Member**, Kansas Healthcare Collaborative (2018–2022) facilitating quality improvement across the whole state of Kansas
 - **Co-Chair**, Blueprint for Regional Economic Growth, Greater Wichita Partnership, solidifying the vision for biomedical growth in the state of Kansas
 - **Healthcare Policy Advocate**, Engaged in **regional and national policy discussions** on healthcare financing, reimbursement, and digital transformation.
 - **Centene Committee for utilization management and peer review (Sunflower Medicaid product)**
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ADDITIONAL RECOGNITIONS AND AWARDS

Recognized by McConnell Airforce: Flag presentation for community contributions during COVID-19.

Healthcare Hero 2020, Wichita Business Journal

Excellence in Healthcare 2022, Wichita Business Journal

SELECTED PRESENTATIONS & PUBLICATIONS

- **Numerous Peer-Reviewed and Non-Peer-Reviewed Publications** on **hospital operations, finance, quality, and digital health transformation** (*Appendix available on demand*)