

SAHEL (SAL) SHWAYHAT, MBA, FACHE

Email: SAL@ELYanalytics.com Website: ELYanalytics.com Cell: (860) 580-5177

SUMMARY OF QUALIFICATIONS

Well-rounded professional with 30+ years of accomplishments in operations. Most roles involved extensive work with data analytics, including:

- **Lean Six Sigma Master Black Belt:** trained and mentored green belts on performance improvement principles, statistical data analysis, and project management.
- **Strategic Planning Data Specialist:** managed databases of a large academic healthcare system.
- **Operational Financial Analyst:** performed budget variance monitoring, cost accounting, & flex budgeting

CORE STRENGTHS

*Data Analytics & KPIs
Location Analytics & GIS
Radiology Operations*

*Cost Accounting & Flex Budgeting
Strategic & Business Planning
Lean Six Sigma*

*Performance Improvement
Financial Analysis
Market Analysis*

PROFESSIONAL EXPERIENCE

ELY Analytics LLC • March 2020– Present

ELY Analytics LLC is a data analytics & visualization company, specializing in converting data into information.

PRINCIPAL/OWNER

(March 2020 - present)

- With over 30 years of professional experience, spanning multiple roles, gained significant experience in analyzing large data sets to uncover inefficiencies, identify outliers, and compare staff and equipment outputs.
- Able to perform location analytics to identify where potential clients live and where to spend scarce resources to capture a greater share of the market.
- Skills extend beyond healthcare and can be used in any industry that is data rich but information poor.

Yale New Haven Health System - Lawrence + Memorial Hospital and Westerly Hospital, New London, CT and Westerly, RI • 2018– March 2020

DIRECTOR OF RADIOLOGY AND PROGRAM DEVELOPMENT

(2018– March 2020)

- Responsible for managing the sections of CT, MRI, X-ray, Nuclear Medicine, Ultrasound, Cardiovascular Ultrasound, Mammography, Film Library, and Central Scheduling at L+M and Westerly.
- Responsible for managing the outpatient Urology Clinics at L+M and Westerly.
- Oversight of the YNHH Pulmonary Clinic at L+M
- Volumes exceeded budgets, while coming in under budget.
- Successfully worked with the federal Nuclear Regulatory Commission and Rhode Island Department of Health to transition medical physicist group and Radiation Safety Officer roles.
- Successfully set up data extraction tools and trained staff to pull and analyze data.
- Utilized data and financial analysis skills to successfully obtain funding for additional staff and capital equipment to assist departments in their growth.

Artemis Partners, New York City & Connecticut • 2017 – 2018

PRINCIPAL

(2017– 2018)

- Responsible for bringing in new ancillary services to organization's different offerings.

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- ❑ Oversaw the construction, launch, and operationalization of a new urine toxicology laboratory.
- ❑ Coordinated and negotiated with third-party software vendors.
- ❑ Worked with managing director to ensure all relevant rules and regulations are met, including those of federal, state, and independent certifying bodies.

Mountainside Treatment Center (subsidiary of Artemis Partners), Canaan, CT • 2015–2017

SR. VICE PRESIDENT OF OPERATIONS AND QUALITY

(2015–2017)

- ❑ Directly oversaw non-clinical operations, including: Facilities, Maintenance, Grounds/Landscaping, House Keeping, Transport, Security, Shipping and Receiving, Food Services, and Outcomes Measurement.
- ❑ Led the effort to establish a urine toxicology laboratory. Effort included selection of Liquid Chromatograph/Mass Spectrometry (LCMS) equipment, locating a laboratory space, selecting Lab Information Management System (LIMS) and interface, and engaging consultants for method development and staffing.
- ❑ Led the effort to establish the Outcomes Measurement department. Designed processes to extract EMR data and created a data warehouse that included clinical, demographic, and interventions data. Used statistical analysis to identify relationships between interventions and assessment scores & Against Staff Advice (ASA) discharge rates. Effort led to changes in the distribution of interventions during residential clients' stay.
- ❑ Co-authored two retrospective studies that were published in peer reviewed journals. Papers examined the relationship between Mind, Body, Spirit interventions and length of stay in a residential addiction treatment program, and risk factors for early discharge from a residential addiction treatment program.
- ❑ Created dashboards for multiple areas, including Maintenance, Grounds, Transport, and Housekeeping.

Yale New Haven Hospital & Health System, New Haven, CT • 1995–2015

OFF SHIFT EXECUTIVE - PATIENT SERVICES ADMINISTRATION

(2012–2015)

- ❑ Served as the direct link between YNH's executive leadership and the department heads, managers and employees with a focus on the "off shifts".
- ❑ Responsible for all operational and administrative issues during the overnights, weekends, and holidays for the 1500+ bed private, non-profit teaching hospital.

MANAGER OF FINANCE AND QUALITY - RADIOLOGY

(2008 – 2012)

- ❑ Developed department's \$34 million budget and monitored its financial performance for 25+ cost centers, including Diagnostic Radiology, Transport, Scheduling, and Radiology Information Technology.
- ❑ Created the Budget Variance Clarification form and the Invoice Tracking sheets: Discovered many missed billing and cross-charging opportunities.
- ❑ Developed a daily operating report which showed the number of exams performed in each modality. (Annual exam volume exceeded 600,000).
- ❑ Developed business plans to evaluate the expansion of ambulatory services (e.g., Long Warf Pediatric clinic) and introduction of new clinical services (e.g., functional MRI).
- ❑ Master Black Belt; Led Six Sigma and Lean projects. Taught DMAIC and Performance Improvement classes (Lean, Process Mapping, CAP, and Workout), and mentored green belts. Projects include increased MRI & CT room utilization and development of electronic MRI safety form.
- ❑ Transitioned financial reporting processes from paper to electronic and created a process to extract and count data electronically. Reduced cycle time for financial and volume reports from 10 days to 6 hours.

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QUALITY PERFORMANCE LEAD - RADIOLOGY AND LABORATORY

(2005–2008)

- ❑ Six Sigma Master Black Belt for Radiology and Laboratory Medicine
- ❑ Led Lean and Six Sigma projects; Taught DMAIC and Performance Improvement classes (Lean, Process Mapping, CAP, and Workout), and mentored green belts.
- ❑ Process Improvement Projects include: reducing the ED order to complete turn-around-time for x-ray patients, reducing wait times in the phlebotomy waiting area, & reducing bed turn-around-time on the floors.
- ❑ Created dashboards for each radiology section, and developed data extraction tools for Managers to run real time reports to look at productivity, staffing, and equipment utilization.
- ❑ Developed MS-Access databases for phlebotomy draw stations and Radiology Transport. The Programs allowed managers to track patient wait times and analyze data as necessary.

SENIOR OPERATIONAL FINANCIAL ANALYST – FINANCE

(2000–2005)

- ❑ Provided financial analysis support to assigned Vice Presidents and Administrative Officers.
- ❑ Monthly review of operational results, annual preparation of budgets, determination of financial feasibility of new and existing services and programs, processing of cost data, and generation of flex budget reports.
- ❑ Client areas include: Food Services, Facilities Planning and Design, Environmental Services, Engineering, Security, Parking, Communications, Purchasing, Linen, Materials Management, Community and Government Relations, Development, Marketing, Strategic Planning and System Development, Utilities, and the Medical Center Office.
- ❑ Performed financial analysis to determine profitability of various clinical service lines. Clinical areas examined include: General Pediatric areas, Pediatric Emergency Department, Pediatric Intensive Care Unit, Labor & Birth, Newborn Intensive Care Nursery and Maternal Fetal Medicine.
- ❑ Responsible for completing the financial sections of the Certificate of Need applications submitted to the CT's Office of Healthcare Access.
- ❑ Designed and developed the first electronic cost center budget report at the hospital. Report allowed archiving, retrieval, and analysis of thousands of records within minutes. Accomplished in first week on the job.

PLANNING DATA SPECIALIST – STRATEGIC PLANNING

(1998–2000)

- ❑ Maintained and managed the planning and marketing data for the health system.
- ❑ Managed the data collection effort to build the multimillion-dollar Smilow Cancer Hospital.
- ❑ Produced benchmark and market share reports and numerous ad hoc reports for Senior Administration at Yale New Haven Hospital, Bridgeport Hospital, and Greenwich Hospital using CHIME data.
- ❑ Created maps and graphs to represent health system's primary and secondary service areas.
- ❑ Service line reports produced using many criteria, including DRG and ICD 9 diagnostic and procedure codes.

BIOMEDICAL ENGINEERING TECHNICIAN – CLINICAL ENGINEERING

(1995-1998)

- ❑ Maintained and repaired monitoring, therapeutic, and life support medical equipment.

Novamed Corporation, Bridgeport, CT • 1989–1996

CLINICAL ENGINEER

(1989-1995)

- ❑ Responsibilities included medical gas & vacuum distribution system testing and certification (per National Fire Protection Association codes and standards), waste gas analysis in the laboratories, operating rooms, central sterile supply (per NIOSH and OSHA codes and standards), and power quality analysis.

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AFFILIATIONS AND INTERESTS

Fellow of the American College of Healthcare Executives (FACHE)
Guest Lectured at Yale University on Benchmarking & Uses of Data in Planning & Marketing
Guest Lectured at University of New Haven on Uses of Data in Healthcare
Co-chair of the Connecticut Association of Healthcare Executives' Communications Committee
Presented at the American Society for Quality and the Connecticut Quality Council
Volunteered as a member of the Finance Council at Saint Joseph's Church (Windsor-CT)
Ran and completed the Hartford Marathon, twice
Completed the Smilow Cancer Hospital "Closer to Free" century (100 mile) ride

EDUCATION AND CERTIFICATIONS

MASTER OF BUSINESS ADMINISTRATION (MBA) Southern Connecticut State University ▪ New Haven, CT
BS, ELECTRICAL ENGINEERING AND BS BIOMEDICAL ENGINEERING University of Bridgeport, Bridgeport, CT
SIX SIGMA MASTER BLACK BELT & BLACK BELT SixSigma.US - **SIX SIGMA GREEN BELT** General Electric (GE)