

VICTOR D. WEEDEN, DHA, FACHE

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OBJECTIVE

Passionate educator and healthcare administrator fully dedicated to establishing an active learning environment that engages students through mentoring, guiding, and advising. Leveraging 23 years of healthcare leadership experience as the MHA Program Director and Assistant Professor to create opportunities for my online and classroom learners to apply newly acquired skills to real-world complex problems.

EDUCATION

- 2016 **Doctor of Health Administration (DHA)**
Central Michigan University, *Mount Pleasant, MI*
Dissertation Topic: Dynamic Culture Leadership: Assessment and Critical Competencies of Air Force Physician Leadership
- 1999 **MA in Administrative Management**
Bowie State University, *Bowie, MD*
- 1991 **BS in Industrial Technology**
Southern Illinois University, *Carbondale, IL*
- 1993 **AAS, Instructor of Technology and Military Science**
Community College of the Air Force, *Maxwell AFB, AL*
- 1988 **AAS, Bioenvironmental Engineering Technology,**
Community College of the Air Force, *Maxwell AFB, AL*

CERTIFICATIONS AND TRAINING

- 2022 Commission on Accreditation of Healthcare Management Education Master Class
- 2020 Fundamentals of Online Teaching (OT101), Certificate of Completion, *Adjunct World*
Successfully completed an intensive 4-week, instructor-led course in the current best practices in distance education. Class utilized Moodle Learning Management System.
- 2007 Fellow, American College of Healthcare Executives (ACHE)
- 2005 Board Certified Healthcare Management, American College of Healthcare Executives (ACHE)
- 1993 Certified Occupational Instructor, Community College of the Air Force, Maxwell AFB, AL

PUBLICATIONS, SCHOLARLY WORKS, AND PRESENTATIONS

- 2022 Primary Researcher: Association of University Programs in Health Administration (AUPHA) MHA Poster Presentation, *Difference in student perceived learning associated with virtual and in-person presentations*
- 2022 Co-Author: PHC 6757 Population Health Assessment II Surgical Site Infection case study, as basis for MHA student project. The case study has been submitted for publication.
- 2022 Speaker: University of South Florida Master of Health Administration Veteran Information Session
- 2022 Book Chapter In-Review: Johnson, J.A., Stoskopf, C. H., & Ski, L. (2018). Comparative Health Systems: A Global Perspective., Chap 10 United Kingdom. Jones and Bartlett Learning.

- 2022 Speaker Invitation: USF Honors College Healthcare Administrator Orientation Session
- 2022 Teaching Invitation: Certified Public Health (CPH) course instructor at American Public Health Association Conference (November 2022)
- 2022 Book COVID Supplement: Johnson, J.A., Stoskopf, C. H., & Ski, L. (2018). *Comparative Health Systems: A Global Perspective.*, Chap 10 United Kingdom. Jones and Bartlett Learning.
- 2017 *Build Your Brand.* Joint Base Andrews Gazette. Retrieved from <https://www.jba.af.mil>
- 2013 Author: Multisector Casebook in Health Administration, Leadership, and Management. *The Family Health Initiative, Case Study*

TEACHING EXPERIENCE

- 2022 Visiting Assistant Professor, University of South Florida
Master of Health Services Administration
- *PHC 6180 – Health Services Administration*
 - *PHC 6166 – Advance Seminar in Healthcare Management*
 - *PHC 6945 – MHA Internship Faculty Advisor*
 - *PHC 6181 – Organizational Behavior in Health Services*
- 2021 Adjunct Faculty, University of South Florida
Master of Health Services Administration
- *PHC 6181 – Organizational Behavior in Health Services*
- 2021 Adjunct Faculty, University of Phoenix
Master of Health Services Administration
- *MHA 542 – Leading with Authenticity in the Health Care Sector*
 - *MHACB515 – Scanning the Healthcare Sector as an Industry Expert*
 - *CJA 416 – Budget, Finance, and Planning*
- 2010 - 2021 **Senior Healthcare Administrator & Instructor**
Medical Readiness Skills Verification & Emergency Management Instructor
- *Senior leadership, management, and technical mentor for 30 healthcare administrator staff*
 - *Mentored and guided three healthcare administration doctoral students*
- 1999 - 2021 **Senior Healthcare Administrator & COO**
Cannon AFB NM, RAF Lakenheath England, Wright Patterson AFB OH, RAF Croughton England, Joint Base Andrews MD, MacDill AFB FL
- *Planned and executed multiple organization strategic planning sessions and instructed staff on business/financial plan development*
- 1991 – 1995 **Airman Leadership School Certified Military Education Instructor**
- *Taught 8 classes and 120 students per year during residence program as instructor seminar leader*
 - *Subjects Taught: Leadership, Management, Communication, Problem Solving, Continuous Process, Improvement, Quality Management, Human Performance, Critical Thinking, Team Dynamics*

HEALTHCARE OPERATIONS & ACCREDITATION EXPERIENCE

HEALTHCARE ORGANIZATION & EDUCATION ACCREDITATION

2018 to 2021 – COO/Deputy Director, Risk Manager, Ambulatory Care Clinic MacDill AFB, FL

Spearheaded a complete overhaul of 6th Medical Group operational compliance and accreditation processes. Orchestrated extensive revamp of Joint Commission annual self-assessment procedures to ensure seamless preparation for reaccreditation survey visit and successful correction of previous deficiencies. Expertly led the executive leadership team by establishing vital strategic compliance review committees, resulting in a 50% reduction of open discrepancies and elimination of overdue corrective action plans. Championed a comprehensive strategic plan revision in 2019-2021 during the COVID-19 response, after a two-year lapse without updating organizational goals, objectives, or quality improvement plans. As a result, the 6th Medical Group was awarded full accreditation by the Joint Commission in fall of 2021.

2016 – 2018 – COO/Commander, Ambulatory Surgery Center Joint Base Andrews, MD

Transformed clinical laboratory compliance and self-assessment program; led completion of 18 checklists and 2,600 line-items. College of American Pathologists (CAP) awarded a two-year national laboratory certification with a 99.5% compliance rating. Revived failing Joint Commission (JC) Environment of Care (EOC) program from 2016-2017. In only 6 months, led successful JC reaccreditation survey after failing the pre-survey inspection.

2010 – 2013 – Accreditation Project Manager RAF Croughton, England

Directed all assessment and logistics activities for “first-ever” Joint Commission (JC) accreditation survey and follow-up United States Air Force Health Services Inspection (HSI). Devised and implemented plan to improve self-assessment programs and successfully passed both inspections. Raised 2008 HSI rating from “marginal” to “excellent” in 2011 and clinic received full 3-year JC accreditation.

2005 – 2006 - Accreditation Project Manager RAF Lakenheath, England

Project manager for 2005 Joint Commission (JC) accreditation survey and United States Air Force Health Services Inspection (HSI) visit. Guided 48th Medical Group to incredible results; “excellent” rating awarded by HSI team and full 3-year JC accreditation.

1994-1995 – Airman Leadership School Instructor Spangdahlem AB, Germany

Vigorously managed Airman Leadership School curriculum and course operations. Identified and corrected end-of-course reporting discrepancies, initiated action, and streamlined procedures. Resolved six-month test analysis program back-log. Contributed immeasurably to the Community College of the Air Force (CCAF) and Southern Association of Colleges and Schools accreditation inspection. Program was lauded as an “outstanding program” by inspectors and “maintaining highest standards of professionalism by Spangdahlem Air Base leadership.

UNITED STATES AIR FORCE MEDICAL SERVICE OPERATIONS; MULTIPLE LOCATIONS 2009-2020

2018 to 2021 – COO/Deputy Commander, Ambulatory Care Clinic MacDill AFB, FL

Directed strategic planning, operations management, and governance for 2d largest regional Military Treatment Facility, providing world-class medical care for 241K eligible beneficiaries. Executed \$62M budget and oversees \$158M managed care contract enabling 1.3M clinical, dental, and ancillary appointments valued at \$10.5M in healthcare services.

2016 – 2018 – COO/Commander, Ambulatory Surgery Center Joint Base Andrews, MD

Led 358-member organization providing support capability for National Capital Region ambulatory surgery center consisting of 1,400 staff delivering healthcare services to 500K eligible beneficiaries and 36K enrolled patients. Programmed and executed \$64M operations budget and oversaw \$268M military construction project.

2013 – 2016 – COO/Commander, Ambulatory Care Clinic Moody AFB, GA

Commanded 90+ member squadron and Deputy Commander/Administrator of Ambulatory Care Medical Group with 250 staff. As Medical Group Administrator/COO; managed \$30M medical campus, \$34M annual budget, \$15M in equipment assets, and \$13M managed care contract.

2010 – 2013 – Administrator, Ambulatory Care Clinic RAF Croughton, England

Directed all activities supporting delivery of healthcare to 2,100 beneficiaries with \$500K budget and 38-member team. Managed referral management program and host nation network, supervising 600 specialist consults annually. Sole administrator; led planning for new 18K sq-ft/\$13M clinic facility.

2009 – 2010 – Senior Group Practice Manager, Medical Center Wright Patterson AFB, OH

Led all group practice manager operations for third largest Military Treatment Facility (MTF) in the Air Force Medical Service (AFMS) serving 56K patients annually. Medical Center supervising access manager for 337 physicians, 154 physicians in Graduate Medical Education (GME) and 60 medical students. Directed clinical product line scheduling, productivity, and strategic planning for health system producing \$50M+ health services annually.

2006 – 2009 - Air Force Fellow & Chief Financial Officer Wright Patterson AFB, OH

Chief Financial Officer for Air Force Materiel Command Surgeon General \$427M annual budget; oversaw 16% of the Air Force Medical Service (AFMS) \$2.7B program for eight Medical Treatment Facilities (MTFs) across the United States. Led financial planning/resource execution team for 5 clinics, 3 inpatient facilities, and largest Air Force medical research program.

UNITED STATES AIR FORCE MEDICAL SERVICE: MULTIPLE LOCATIONS 1999-2006

2005 – 2006 **Managed Care & Patient Services Director**, RAF Lakenheath, England

2003 – 2005 **Resource Management Financial Director**, RAF Lakenheath, England

2002 – 2003 **Medical Logistics Supply Chain Director**, RAF Lakenheath, England

1999 – 2002 **Medical Logistics Supply Chain Director**, Cannon AFB, NM

1999 **Health Services Administration Student**, Sheppard AFB, TX

1999 **Commission Officer Training Student**, Maxwell AFB, AL

UNITED STATES AIR FORCE 1984 - 1999:

Bioenvironmental Engineering Technician/Manager

Airman Leadership Professional Military Training Instructor & Executive Officer

SERVICE

Director-at-Large, American College of Healthcare Executives (ACHE), West Florida Chapter, (2020-Current)

Commission on Accreditation of Healthcare Management Education (CAHME) MHA Accreditation Project Manager (2022-Current)

Ohio State University MHA Case Competition Faculty Advisor (Spring 22)

USF College of Public Health Strategic Planning Working Group (2022-Current)

USF College of Public Health Professional Conduct Working Group (2022-Current)

National Center for Healthcare Leadership (NCHL) Graduate Education in Health Management Leadership Council (2022-Current)

Association of University Programs in Health Administration (AUPHA) 2023 Annual Meeting Planning Committee Volunteer

HONORS AND AWARDS

U.S. Air Force District of Washington Medical Service Corps Commitment to Service Award
 United States Air Forces Europe Resource Management Company Grade Officer of the Year
 48th Medical Support Squadron and 48th Medical Group Company Grade Officer of the Year
 U.S. Air Force Medical Logistics Category III Company Grade Officer of the Year
 23d Medical Group and 23d Wing Company Grade Officer of the Year, Cannon AFB, NM
 U.S. Air Force Health Services Management Course – Distinguished Graduate
 U.S. Air Force Commissioned Officer Training – Distinguished Graduate

PROFESSIONAL DEVELOPMENT

U.S. Air Force Medical Service Senior Leader Performance Planning Course
 United States Air Force Air War College Distance Learning Program
Air University, Maxwell AFB, AL
 – 18-month rigorous distance program in leadership, management, and military strategy
 completed using U.S. Air Force LMS

Leading Strategic Change, ACHE

From Roots to Wings: 12 Variables for Sustaining Organizational Success, ACHE

Journey to Excellence, ACHE

Developing Physician Leaders for Clinical Integration, ACHE

Comprehensive Leadership for Senior-Level Executives, ACHE

U.S. Air Force Medical Service Patient-Centered Medical Home Executive Leadership Seminar

Department of Defense Financial Management Course

U.S. Force Materiel Command Regional Financial Management Fellowship

PROFESSIONAL AFFILIATIONS

2022	Member, Association of University Programs in Health Administration
2020 – Present	Member, Project Management Institute
2018 – Present	ACHE West Florida Chapter
2005 – Present	Fellow, American College of Healthcare Executives, FACHE
2002 – Present	Member, American College of Healthcare Executives

VOLUNTEER AND COMMUNITY ACTIVITIES

Wounded Warrior Games Volunteer

Habitat for Humanity & Youth Center Project Volunteer

Domestic Violence Crisis Center Volunteer

Chairman, RAF Lakenheath Elementary School Advisory Council

United States Air Forces Europe ACHE Regents Advisory Council

American Cancer Society Race For Life Fundraiser Team Lead