

# MANO MAHADEVA, CPA, MBA

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## CHIEF EXECUTIVE OFFICER

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***Build and Lead Fiscally Sound Healthcare Organizations ■ Deliver Strong and Sustained Revenue/Profit Growth  
Developer of Financial Data, Analysis, and Insights That Influence Strategic Planning & Decision-Making***

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- Confident, charismatic leader with a distinguished career spanning **private equity-backed companies, hospitals, and public and privately held, physician-managed, multispecialty practices.**
- Operationally focused CFO who **understands the numbers that drive business success** and uses that knowledge to **fuel performance, navigate tough business challenges, and guide companies through evolution and change.**
- **Demonstrate strategic agility and vision** in ensuring that financial management and strategic planning align with operations and are integrated with the overall business plan.
- **Keen understanding of the healthcare industry and its many challenges**—healthcare reform, risk management, managed care contracts, increased accountability, reimbursement changes, skyrocketing costs, and stiffer regulations.

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★ ★ ★ **CFO of the Year, Dallas Business Journal, 2016** ★ ★ ★

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## PROFESSIONAL EXPERIENCE

### **MILLENNIUM PHYSICIANS ASSOCIATION – North Houston, TX ■ 2023**

*Multispecialty INDEPENDENT private physician group with 70 physicians in 14 locations practicing in oncology, pulmonary and sleep medicine, internal medicine, urology, and other specialties.*

#### **Chief Executive Officer**

Joined this fast-growing multispecialty practice as its first formal CEO to provide the vision, strategy, and leadership critical to accelerating growth, expanding into new markets and specialties, and improving EBITDA.

- Currently focused on identifying the highest priorities for improvement and devising strategic initiatives and solutions, including physician board governance, process/workflow improvement, cost management, and technology modernization.

### **SKIN & AESTHETIC CENTERS – Birmingham, AL ■ 2022**

*Private equity-backed company with 50+ clinics in 5 states providing dermatology and related services.*

#### **Chief Financial Officer**

Strengthened and helped expand a robust practice of 60+ clinicians across 5 states (MN, IL, PA, NY, and NJ). Served as a vital contributor to the executive team, driving development and execution of strategic initiatives effective in enhancing operations and expediting growth in competitive markets.

- Created the framework to increase margins to 20%+, identifying savings with review of vendor agreements and leases, improving clinical scheduling templates and staffing models, and negotiating with payers on reimbursement.

### **PREFERRED DERMATOLOGY PARTNERS – McKinney, TX ■ 2019 – 2022**

*Private equity firm-backed dermatology physician practice management group.*

#### **Chief Executive Officer (2020 – 2022) ■ Chief Financial Officer (2019 – 2020)**

Hired to play an integral part in shaping the company's future and overhauling its growth strategy to build a robust portfolio of successful businesses. Managed the financial operations and performance of the primary asset, Dermatology and Skin Cancer Surgery Center, a practice that delivered surgical, medical, aesthetic, and superficial radiation therapy services to patients via 12 locations and 14 providers. Oversaw the capital structure and provided oversight for financial reporting, treasury, FP&A, and business unit finance.

- Contributed broad expertise in identifying new growth opportunities and vetting acquisition prospects.
- Determined how best to leverage the capital structure to balance growth objectives against profitability.
- Supported profit improvement by improving operational efficiencies, including RCM, risk, and compliance.
- Promoted the use of metrics and scorecards to strengthen performance.

**ONEONCOLOGY – Nashville, TN ■ 2017 – 2019***Oncology physician practice management company startup.***Senior Vice President of Finance**

Selected by General Atlantic, a leading global growth equity firm (\$24B AUM), as part of an initial executive team to start up a \$1B+ oncology physician practice management company. As the sole executive focused on this mandate, drove buildout of the entire finance and operations framework, including ERP selection and deployment, to establish and manage all critical administrative and back-office structures. Directed the daily operations of a fast-growing company that expanded to 250 physician partners and 2,000 employees by EOY 2019.

- Helped develop OneOncology's thesis and strategy.
- Contributed to defining and implementing systems and processes, creating a robust functional foundation that ensured seamless operations and revenue capture from opening day forward.
- Directed practice partner onboarding and transition to OneOncology.

**CODE 3 EMERGENCY PHYSICIANS – Frisco, TX ■ 2017***Physician-owned network of emergency/urgent care facilities across Texas and Nevada.***Interim Chief Financial Officer**

Enlisted by a leading middle-market private equity company to manage its investment, assess operations (e.g., revenue cycle, back office, etc.), strategize on a go-forward plan, and hire Code 3's permanent CFO to represent its interests.

- Devised a broad strategic operations plan that served as the roadmap to achieve projected EOY1 growth.
- Helped support Code 3's launch of the first freestanding emergency room and urgent care facility on airport property in the US. (DFW). Aided in recruiting and hiring an executive to fill the Chief Financial Officer position.

**SOLIS MAMMOGRAPHY – Addison, TX ■ 2013 – 2017***Largest independent comprehensive breast care organization in the US. \$170M+ private equity-backed company with 43+ clinics in 8 states providing breast cancer screening/detection, diagnostics, and related services to 750K+ patients annually.***Chief Financial Officer**

Hired with a new executive team to chart the company's strategic direction and drive accelerated growth/expansion. Entrusted by the CEO and board to provide strategic operational planning support and financial accountability, management, and reporting. Championed the improvement of financial results by envisioning and developing plans that enhanced and extended the profitability of the business model. Oversaw all corporate financial functions.

- Played a major role in quadrupling EBITDA within 4 years of hire.
- Helped negotiate critical joint venture agreements to partner with and manage 14 breast-screening facilities in 2 of the largest hospital systems in the US.
- Increased the company's flexibility and available cash by twice refinancing its debt, tripling the credit facility, and locking in significantly lower rates.
- Stabilized the capital structure and secured investment capital by guiding Solis to a private equity sale in 2015.

**U.S. ONCOLOGY NETWORK / MCKESSON SPECIALTY HEALTH – Plano, TX ■ 1999 – 2013***One of the nation's largest networks of community-based oncology physicians/researchers, focused on advancing cancer care in America; subsidiary of McKesson Specialty Health, a \$3.6B division of Fortune 15 McKesson Corporation.***Executive Director, North Texas Region (2007 – 2013)**

Supported USON's vision of expanding patient access to high-quality, integrated cancer care by directing operations, finance, and performance of the \$399M North Texas Region—recognized as the organization's largest divisional revenue/profit contributor. Rendered comprehensive strategic, financial, and operational oversight, serving as a critical partner to corporate leadership in driving the strategic planning, policy definition, and program development/rollout vital to ensuring strong performance and achievement of business objectives.

- Figured prominently in annual revenue growth to \$399M (up 33%) within 5 years. Consistently delivered pre-distribution pool margins ranking in the Top 3 of all regions company-wide.
- Overcame the constraints of a mature marketplace by identifying strategic complements to existing markets. Delivered solid, steady organic growth by executing highly calculated strategic moves, adding capital, as appropriate, to expand/enhance the business without incurring substantial risk.
- Diversified income streams with the addition of 4 subspecialties (breast radiology, oncologic surgery, urology, breast surgery) and introduction of state-of-the-art diagnostic technologies.
- Built "best in the business" A/R function, holding DSO to 28 and A/R >120 to just 6%.

- Led the region to achieve world-class patient satisfaction and referring physician scores of 76% (on the Fred Reicheld Net Promoter Scale, in which a score of >75 is recognized as world-class).
- Lowered overhead costs significantly and optimized purchasing power by leveraging economies of scale to negotiate favorable contract terms, and by eliminating redundant vendors for select services.

#### **Regional Finance Director (2003 – 2007)**

#### **Director, Corporate Financial Planning (2001 – 2003)**

#### **Director, Valuations & Investor Relations (1999 – 2001)**

Pursued by USON leadership for valuation and investor-relations expertise. Spearheaded business, financial, and operational analysis, and modeling/forecasting for this \$2B PPMC. Performed due diligence (feasibility/valuation) and oversaw integration/transition of acquired businesses. Liaised with shareholders and other constituencies on investor-relations matters. Provided strategic financial support to physician boards and practice-management teams. Oversaw SOX and financial reporting for Texas central business office operations, which generated upwards of \$1B annually.

- Promoted to manage the balance sheet for the \$1.4B Southwest Region (Texas, Colorado, Arizona, Nevada), which grew to deliver 45% of USON's net revenues and 49% EBITDA.
- Rebuilt a 30-physician, multispecialty practice from scratch: recruited a new management team, organized and cleaned up the financials, and recaptured the confidence and trust of the physicians.
- Overhauled the physician compensation model, converting previous computation method from one based on billing and segregated across multiple silos to a single silo that factored the entire collection process.

Director of Valuations, Business Development  
Executive Director, Clinic Administrator, & CFO  
Chief Financial Officer  
Assistant Controller

PHYSICIAN RELIANCE NETWORK INC.  
ASSOCIATED ORTHOPEDICS & SPORTS MEDICINE  
DALLAS MEMORIAL HOSPITAL  
PRESBYTERIAN VILLAGE NORTH

1996 – 1999  
1986 – 1995  
1984 – 1986  
1982 – 1984

## **EDUCATION, LICENSURE & CERTIFICATIONS**

**MBA in Management**, Texas A&M University-Commerce

**BBA in Accounting**, University of Texas-Dallas

Member, Golden Key International and Alpha Lambda Delta Honour Societies

Certified Public Accountant (CPA) ■ Licensed Real Estate Broker (TX) ■ Level 3 CFA Candidate

*Additional credentials:* ABV, ACFE, CIA, CrFA, CGMA, CFF, CITP, CFE, CMA, CRMA

Graduate, U.S. Oncology Leadership Institute

Graduate, McKesson School of Leadership (2011)

## **AFFILIATIONS, LEADERSHIP CONTRIBUTIONS, HONORS & RECOGNITIONS**

**Proclamation of "Mano Mahadeva Day,"** Plano, TX (May 13, 1999)

**Former Editor**, Business Perspectives Column, *Today's CPA*, a Journal of the Texas Society of CPAs (2003 – 2019)

**Past Chair**, National Association for Community Leadership *and* Leadership Plano

**Past President**, Plano Metro Rotary Club *and* **Past President**, Plano Early Lions Club

**Presiding Officer**, Executive Council of Physical Therapy and Occupational Therapy Examiners of Texas

**Corporate Manager of the Year**, U.S. Oncology (2001)

**CPA and CMA Instructor**, Becker Professional Education (1998, 1999)

**Distinguished Leadership Award Recipient**, National Association of Community Leadership (1994)

**Rotarian of the Year**, Plano Metro Rotary Club (1994) ■ **Paul Harris Fellow (3)**, Rotary International

**Lion of the Year**, Plano Early Lions Club (1993) ■ **Melvin Jones Fellow** (1993)