
SUMMARY

Philippine Board-Certified and U.S.-trained Orthopedic Surgeon with 35 years of experience in hospital management. Demonstrated leadership, executive, and strategic planning expertise through growing the Mercado General Hospital Inc. (MGHI) to a national chain of healthcare facilities consisting of four general hospitals, six multi-specialty clinics, two surgery centers, one hundred fifty primary care corporate clinics, a college for paramedical professionals and a physician practice group of four hundred doctors with annual revenues upwards of 3 billion pesos. Passionate about equitable access to quality medical care and the use of technology for strengthening health systems, especially financial management systems, and primary care programs. Currently doing advocacy work with the Zuellig Family Foundation and several DOH Centers for Health Development by providing technical assistance to Provincial Health Boards on how to operationalize their Healthcare Provider Network (HCPN). A Faculty Lecturer at the Ateneo School of Medicine and Public Health (ASMPH) on Global Supply Chain, Research Methods, and Implementation Science.

SKILLS

Skills: Universal Health Care Systems, Global and Population Health, Primary Care programs, Health Systems operations/management, Health Economics, Strategic Planning, Implementation Science, Medical and Financial Systems, Medical Research and Innovation, Patient Safety and Health Outcomes, Leadership, and Mentoring

Tools: Excel, Word, PowerPoint, STATA, Google Workspace, Zoom, Microsoft Teams. Microsoft 360

EDUCATION**Harvard Medical School****Boston, MA***Master of Medical Sciences in Global Health Delivery***May 2023**

- Relevant Coursework: Qualitative methods, Quantitative Methods, Mixed Methods in Research, Comparative Health Systems, Global Health - Case Studies, Supply Chain, Implementation Science and Value-based payments
- Thesis: The Understanding and Acceptance of the Provider, Payer, and Regulator Stakeholders of the Universal Health Care Law in the Philippines (submitted for publication)

University of North Carolina**Chapel Hill, NC***Executive Master's in Healthcare Administration***August 2020**

- Relevant Coursework: Strategic Planning and Marketing, Financial Management and Accounting, Healthcare Economics and Insurance, Value-based Payments, Operations Research, Quality Systems and Methods, US Health Policies and US Health Laws
- Capstone: Tiny Home Village at Penny Lane, A Joint Venture to Address Social Determinants of Health in Behavioral Health Markets in the Raleigh-Durham Market
- Capstone mentor for two papers while being a student: "Project Nemo: Bringing Specialty Care to the MIMAROPA Region through a Roving Hospital Ship" and "Qualimed: A Model Integrating a Private Hospital into a Public Provincial Healthcare Provider Network under the Philippine Universal Healthcare Law".

University of the Philippines**Manila, PH***Doctor of Medicine (Best Intern in Orthopedics)***June 1987****University of the Philippines****Diliman, Quezon City, PH***Bachelor of Science in Zoology, Cum Laude***May 1983**

SELECTED ACCOMPLISHMENTS

- Increased annual consolidated revenues of Mercado General Hospital Inc. (MGHI) from 12 M pesos in 1996 to upwards of 3 B pesos in 2021, or a 3000Xs increase over 25 years.
- Raised expansion capital through Abraaj, a private equity fund, and successfully negotiated a buy-out of the fund's investment by Ayala Land Inc., a publicly listed company and the largest real estate developer in the Philippines.
- Actively participated in the pilot capitated primary care program of PhilHealth called the Expanded Primary Care Benefit (EPCB) Package resulting in the Qualimed network accounting for 25% of the total enrolled members nationwide in 2019.

- Initiated and mentored studies with PhilHealth and the province of Batangas to create a Healthcare Delivery Network (HCPN), resulting in the estimated cost of capitation per member per year for hospital services coverage. This is the subject of a capstone study successfully presented and defended in the Gilling's School of Public Health at the University of North Carolina (UNC), Chapel Hill, by a residential MHA team in April 2020.
- Mentored a capstone team in the Gilling's School of Public Health in UNC-Chapel Hill, which presented and defended in May 2021 a hospital ship concept as an Apex Facility to service Geographically Isolated and Disadvantaged Areas (GIDA) in the MIMAROPA (Mindoro, Marinduque, Romblon, and Palawan) island provinces.
- Devised a template for the organizational limits of authorities, reporting lines, and JDs/KRAs of the Health Services Delivery Division and Health Systems Support Division of the Provincial Health Board as stipulated in the UHC IRR.

PROFESSIONAL EXPERIENCE

Ateneo School of Medicine and Public Health

Manila, PH

Faculty Lecturer

August 2024-Present

- Teaches Global Supply Chain under the Preventive Medicine Submodule and an adviser/preceptor for the Research Methods and Translation-2 Module

Harvard Medical School Department of Social Medicine and Global Health

Boston, MA

Fellow

July 2023-Present

- Fellow under Dr. Chunling Lu, Program Director in Global Health Economics and Social Change, Division of Global Health Equity, Brigham and Women's Hospital and Department of Social Medicine and Global Health, Harvard Medical School.
- Currently studying the cost of per member per year payment for global coverage of in-patient services

University of the Philippines Health Sciences Center

Manila, PH

Guest Lecturer

September 2023- Present

- Subject matter expert on Patient Safety and Quality. Invited to present updates on Universal Healthcare Law implementation and the gaps that need to be solved by various clinical departments in the Philippine General Hospital

Zuellig Family Foundation

Manila, PH

Consultant

August 2023-Present

- Developing modules on financial operations, organizational development, strategic planning, process improvement, and quality management for the Healthcare Provider Networks (HCPN) of the Local Government Units (LGUs), specifically Laguna and Aklan Provinces which are pilot HCPN sites.
- Advised CHD Calabarzon on Health Economics, Strategic Planning, and dashboard setting/monitoring

Asian Development Bank

Manila, PH

Consultant

August 2022-Present

- Studied the financial accounting systems of GOCC Hospitals and benchmarked with DOH-retained hospitals

Strategic Advisory Group of Experts (SAGES) of the Department of Health

Manila, PH

Consultant

August 2022-June 2023

- Advises the Philippine Department of Health team on the operational implementation of the UHC in five pilot sites and the financial/corporate structure of Government-Owned and Controlled Hospital Corporations. The resulting efficiencies and recommendations resulted in GOCC hospitals establishing subsidiary facilities in other underserved areas.

Voluntary Licensing and Access to Medicine Study Group

Cambridge, MA

Member

August 2022-Present

- Drafted a toolkit for pharma companies willing to give voluntary access to patents with guidance from Intellectual Property experts from Harvard and Stanford Law Schools

Grassroots

Toronto City, Canada

Board Member

June 2022 – May 2023

- Advised the executive committee on the financial operations for maternal health in Pakistan with Aga Khan University.

Wavemaker Three-Sixty Health

Pasadena, CA

Limited Partner

August 2021 - Present

- Participate in Surf camps where potential investee companies pitch their business plans and Limited Partners assess investment potentials.

DMMC Institutes of Health Sciences (DMMC IHS)

Tanauan City, Batangas

Chairman

February 2021 - Present

- Provides strategic direction and oversees the operation of the South Luzon Newborn Screening Center, one of only six nationwide, where the number of live births is second only to Metro Manila at approximately 280,000 live births per year.
- Guides the research department on studies aligning with the UHC implementation.
- Strategizes alignment of community-based programs for paramedical students with the UHC model

Mercado General Hospital/Qualimed Health Network

Manila, PH

Vice-Chairman

March 2021 - Present

- Helps direct post-covid recovery strategies resulting in 2022 revenues exceeding pre-covid 2019 levels.

President and CEO

December 2000 - February 2021

- Established a corporate shared services support to set up for all the operating units, which is currently used as the benchmark by national government hospitals.
- Concurrent President of all the business units and chairs the Operations Executive Committee that directs and monitors operational strategies leading to the above expansion.
- Spearheaded the network's response to the COVID pandemic using dedicated wings called Area 19 to treat probable and confirmed COVID cases. The protocol followed the WHO infection control and standards of care, resulting in an above-average recovery rate of 94% among confirmed cases as of September 2020. Four Molecular labs were set up within 60 days and contributed 5000 tests per day, or 10% of the national target of 50,000 tests per day by July 2020.
- Member of the DOH One Hospital Command Group under Dr Leopoldo Vega

Medical Director; Daniel O. Mercado Medical Center

January 1998 – November 2000

- Drafted the Medical Staff By-laws that are still the basis of current medical practice rules of over 1200 doctors in the network
- Decreased mortalities and morbidities by 50% through organizing the different clinical departments and standardized reporting of the monthly census, mortality/morbidity, and quality outcomes leading to the drafting of twenty clinical practice guidelines.

Orthopedic Surgery Consultant

November 1995 - Present

- Provide Orthopedic care to trauma, sports, spine, adult tumor and arthroplasty cases, pediatric and hand cases
- Participates in surgery conferences and audits.

The Christ Hospital

Cincinnati, OH

Research Fellow in Adult Reconstructive Surgery

July 2007 - June 2008

- Acted as coordinator for research of the faculty of the department with a Case Report on a Septic Shoulder treated with Arthroscopic Lavage and an initial study on Open Versus Arthroscopic Rotator Cuff Repair

The University of Cincinnati

Cincinnati, OH

Research Fellow in Orthopedic Trauma

July 1994 – June 1995

- Research coordinator for three papers on fracture non-unions and external fixator devices, resulting in published and presented papers below.

Medical City Dallas

Dallas, TX

Research Fellow in Orthopedic Oncology and Sepsis

July 1993 - June 1994

- Research coordinator for a paper entitled A Novel Quilting Procedure for Infected Spine Procedures

Philippine General Hospital, Department of Orthopedics

Manila, PH

Chief Resident

January 1991 -December 1992

- Oversaw the budget and operations of the department to accomplish its academic, training, and research objectives. Drafted the plan for a spine center that the national government eventually funded.

POSTERS, PUBLICATIONS, and Recent LECTURES

- “Value-Based Cancer Care” **Mercado E.M.** presented during the Mt. Grace Cancer Summit, UNILAB Bayanihan Hall, October 12, 2024.
- “The Philippine Universal Healthcare Program and Access to Medicines” **Mercado E. M.** presented in “Promoting the Right to Health: Intellectual Properties and Access to Medicines” a symposium hosted by the De La Salle University College of Law and the Licensing Executives of the Philippines, DLSU Tanada-Diokno School of Law, Bonifacio Global City on September 16, 2024.
- “The Future of Hospital Care leveraging on AI” **Mercado E.M.** presented in Horizons for Health forum organized by the Health Sector Skills Council with a grant from Australian Aid, UNILAB Foundation, and Philippine Business Education to ensure a responsive and future-ready Philippine Human Resource for Health at Ortigas, Manila on April 23, 2024.
- Panelist/Reactor together with DOH Secretary Teodoro Herbosa, PhilHealth president, Emmanuel Ledesma, and Prof Orville Solon in “People at the Center: Assessing the Present and Envisioning the Future of Primary Care” during the Congressional Policy and Budget Research Department round table discussions with the house health committee at the House of Representative, November 20, 2023.
- “Universal Healthcare: The Whys and the How’s” **Mercado E.**, presented during the Philippine General Hospital Department of Internal Medicine Consultant Grand Rounds, PGH Science Hall, October 17, 2023.
- “Bottomline Matters” **Mercado E.M.**, presented during the Philippine Society of Quality Assurance (PSQA) Annual Convention on Universal and Sustainable Quality Healthcare, Century Park Manila, November 10, 2023.
- “Market and Government Failures in Healthcare Delivery: Why the Need for UHC”, **Mercado E.M.**, presented in the Monthly Conference of the Department of Surgery, Philippine General Hospital, August 15, 2023.
- “Tiny Home Village at Penny Lane, A Joint Venture to Address Social Determinants of Health in Behavioral Health Markets”. Gouker, L., Leonard Z., McLaughlin, B., **Mercado, E.M.**, Richman, J. Presented as a Capstone Business Plan, University of North Carolina-Chapel Hill, August 15, 2020
- “Exchange Nailing for Failures of Initially Rodded Tibial Shaft Fractures”. **Mercado, E.M.**, Lim, E.V.A., Stern, P. published Orthopedics, July 2001
- “Un-reamed Intramedullary Nailing for Distal 3rd Tibial Fracture”. Amante, F.A., Lim, E.V.A., **Mercado, E.M.** Presented as Poster, 8th American Orthopedic Trauma Association - Orlando, Florida, December 1997
- “Measurements of the Foot in Radiographs of Normal Filipino Children”. **Mercado, E.M.**, and Tacata, C.R. published Journal of ASEAN Orthopedic Association Jan-Dec. 1993
- “Use of Tricalcium Phosphates on Segmental Defects of Rabbit Tibias: A Radiographic and Histologic Study”. **Mercado, E.M.**, Leagogo, L.A., Munoz, E.C. and Vergel De Dios, A. C. published Philippine Journal of Surgical Specialties, Jan - Jul 1992

AWARDS & ACCOLADES

- Awarded the bid to operate the University of the Philippines-Philippine General Hospital as the Medical Arts Building of the College of Medicine Faculty as a Private-Public Partnership (PPP), becoming the model for other medical PPP projects.
- Daniel O. Mercado Medical Center was awarded by PhilHealth, the national healthcare insurance of the Philippines, Center of Excellence status in 2012.
- First Place, Orthopedic Residents Research Forum, UP-PGH, 1991
- First Place, PGH Inter-Departmental Residents Research Forum, 1992
- First Place, Philippine Orthopedic Association Residents Research Forum 1992
- Most Outstanding Intern in 1988

CERTIFICATIONS

CITI (Collaborative Institutional Training Initiatives) Program Course for Certified Research Investigators
 Diplomate Philippine Board of Orthopedics
 USMLE Step 1 and 2
 Philippine Physician Licensure Board Examination

September 2021
June 1995
September 1994
October 1989