

Medical Practice Dimensions, Inc.



Healthcare • Organizational Development

CURRICULUM VITAE

DEBORAH WALKER KEEGAN, PhD, MBA, FACMPE

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EDUCATION

- Ph.D. The Peter F. Drucker Graduate School of Management, Claremont Graduate University. Dissertation Title: “Management Coordination Systems in Health System Networks”. *Beta Gamma Sigma*
- M.B.A. Anderson Graduate School of Management, University of California, Los Angeles
- B.A. University of California, Los Angeles, Psychology, *Phi Beta Kappa, summa cum laude*

CURRENT CONSULTING FOCUS

Healthcare and management consultant, keynote speaker, and seminar leader in healthcare and organizational development.

Healthcare

- Aligning formal and informal management systems in integrated delivery systems
- Staffing care teams for profitability and productivity
- Creating efficiencies in the patient flow process
- Redesigning billing and collection processes to enhance revenue
- Reorganizing to ensure value-based healthcare
- Developing system and process strategies to redefine delivery systems
- Designing physician compensation plans
- Developing strategies for academic medical center/faculty practice plan governance
- Restructuring to compete on cost, quality and service dimensions
- Conducting strategic planning and organizational evaluations
- Implementing business process improvement in ambulatory care operations and professional fee billing operations
- Conducting educational seminars on medical practice management issues.

Organizational Development

- Aligning formal and informal systems in corporations and networks
- Implementing sustainable administrative improvement in service organizations
- Developing an organizational context for innovation
- Instituting human resource initiatives to enhance productivity and performance
- Developing effective project teams and fostering teamwork values
- Facilitating process redesign and implementation efforts
- Instituting systematic methods for problem-solving and analysis

EXPERIENCE

President, Medical Practice Dimensions, Inc. (formerly BOEHM/WALKER Associates), Consultant in Healthcare and Organizational Development, 1994 – Present.

Principal, Woodcock & Walker Consulting, 2007 – Present.

Independent Consultant, Medical Group Management Association, 1997 - 2007.

Consulting Research Scientist, The Center for Research, Medical Group Management Association, 1999 - Present.

Fellow, American College of Medical Practice Executives, 1993 - Present.

Instructor, UCLA School of Public Health Department of Health Services and University Extension: Certificate in Health Care Management and Leadership. Course Title: “Introduction to the U.S. Health Care System”, Fall Quarter 2005.

Guest Faculty, Health Care Business Certificate Program, Missouri State University, Springfield, MO, April 7-8, 2006, September 12-13, 2003 and November 30-December 1, 2001 and January 19-20, 2001. Course Title: “Group Practice Operations.”

Guest Lecturer, Southwest Missouri State University, MBA/MHA Program, Springfield, MO, September 28, 2001, Course Title “Physician Services & Ambulatory Care.”

Guest Lecturer, Physician’s Business Course Series, University of Kansas, Wichita, KS, April 27, 2001, Course Title: “The Efficient Physician.”

Guest Lecturer, School of Medicine Retreat, Southern Illinois University, Springfield, IL, March 16, 2001, Course Title: “Best Practices in Medical Practice.”

Guest Lecturer, Management Education Program for Physicians in Leadership Positions, University of Colorado at Denver, January 21, 1999, Course Title: “Incentives, Risk, Salary, and the Effects on Physician Productivity,” (with Neill Piland, Dr. P.H.).

Distinguished Speaker Lecture, Health Care Management, The Academy of Management 1998 Meeting, San Diego, CA, August 11, 1998, Topic: "Medical Groups: A Promising Venue for Health Services and Management Research" (with Neill Piland, Dr. P.H.).

Management Services Officer/Department Administrator, University of California System, 1978-1994.

UC Irvine: Department of Obstetrics & Gynecology 1988-1994
UC Irvine: Department of Pediatrics 1986-1988
UCLA: Department of Pathology 1985-1986
UC Davis: Department of Surgery 1978-1985

PUBLICATIONS

1. **Walker, DL:** Free-Standing Birthing Centers: A Viable Option to Traditional Academic Health Care. *College Review: American College of Medical Practice Executives*, Fall:47-64, 1994.
2. Garite TJ, Snell BJ, **Walker DL**, and Darrow VC: Development and Experience of a Freestanding Birthing Center Within a University Medical Center. *Obstetrics and Gynecology* 86:411-416, September 1995.
3. Larch SM and **Walker DL:** Demonstrating Value and Quality in an Academic Medical Practice. In: D. J. Bachrach and W. R. Nicholas (eds), One Revolution: Managing the Academic Medical Practice in an Era of Rapid Change, Medical Group Management Association, Englewood, CO 1997.
4. **Walker, DL:** Physician Incentive Compensation: Moving from Productivity to Efficiency-Based Indicators, *Academic Practice Assembly Matrix*, Fall, Volume 12, No. 3, 1997.
5. **Walker, DL:** Future Prospects in the Arts of Leadership in a Variety of Contexts. Essay. *1998 President's Forum, Claremont Graduate University, Future Prospects: Promise and Peril*, May 15, 1998.
6. **Walker, DL:** Laying the Foundation for Continual Change: Teaming for Innovation. In: M. K. Key (ed), Managing Change in Healthcare: Innovative Solutions for People-Based Organizations, McGraw-Hill, Burr Ridge, IL, 1999.
7. **Walker, DL:** Creating Functional Committees, *Western Association of College and University Business Officers Newsletter*, Issue 26, October 1999.
8. **Walker, DL:** Staff Motivation and Incentive Plan Development, *The Journal of Medical Practice Management*, 15 (3), November/December 1999.

9. **Walker, DL:** Managed Care Operations. In: Performance and Practices of Successful Medical Groups 1999, Englewood, CO, Medical Group Management Association, November 1999.
10. **Walker, DL:** Managed Care Compensation Models. In: K. M. Hekman (ed), Physician Compensation Systems, McGraw-Hill, New York, 2000.
11. **Walker, DL:** Physician Compensation: Rewarding Productivity of the Knowledge Worker, *Journal of Ambulatory Care Management* 23:4, October 2000.
12. **Walker, DL:** Leading Organizational Change, *Western Association of College and University Business Officers Newsletter*, Issue 27, January 2000.
13. Woodcock EW and **Walker DL:** Measuring Resource Utilization in Medical Group Practice, *Medical Group Management Journal*, September/October 2000.
14. **Walker, DL:** Managed Care Operations. In: Performance and Practices of Successful Medical Groups 2000, Englewood, CO, Medical Group Management Association, 2001.
15. **Walker, DL:** What Business Leaders Can Learn From Their Academic Counterparts, *Western Association of College and University Business Officers Newsletter*, Issue 31, January 2001.
16. Gans D and **Walker DL.** How Staffing Levels Affect Medical Practice Profitability. In: Performance and Practices of Successful Medical Groups, 2001, Englewood, CO, Medical Group Management Association, 2001.
17. **Walker, DL:** Managed Care Compensation Models. In: K. M. Hekman (ed), Physician Compensation Systems, Second Edition, Kendall Hunt Publishers, Englewood, CO 2002.
18. **Walker DL** and Gans D. Rightsizing: Appropriate Staffing for Your Medical Practice, Kendall Hunt Publishers, Englewood, CO, 2003.
19. **Walker DL**, Larch SM and Woodcock EW. The Physician Billing Process: Avoiding Potholes in the Road to Getting Paid, Medical Group Management Association Pub, Englewood, CO, 2004.
20. **Walker, DL.** Management Coordination Systems in Health System Networks. PhD dissertation, Claremont Graduate University, 2004.
21. Johnson BA and **Walker Keegan DL.** Physician Compensation Plans: State-of-the-Art Strategies, Medical Group Management Association Pub., Englewood, CO, 2006.

22. **Walker Keegan, D.** Are You Ready for the Perfect Storm: Align Your Practice with the Changing Health Care Environment. MGMA Connexions, January 2008, pp 30-33. **Edward B Stevens Article of the Year Award, MGMA, 2008.**
23. **Walker Keegan, D:** Physician Transition Plans: Planning for Physician Slowdown. Journal of Medical Practice Management, May-June, 2008, pp. 363-366.
24. **Walker Keegan D,** Woodcock EW and Larch SM. The Physician Billing Process: 12 Potholes to Avoid in the Road to Getting Paid, 2nd Edition, Medical Group Management Association, Englewood, CO, 2009.
25. **Walker Keegan, D.** Is CMS the IRS of Medical Practice? MGMA Connexion, May/June 2009.
26. **Walker Keegan D,** Johnson BJ. Physician-Hospital Integration: Making it Work! Journal of Medical Practice Management. 25:3, pp 186-190, November-December 2009.
27. **Walker Keegan, D:** Healthcare “Just Around the Corner”: The Role of Geographic Distribution Strategies and Healthcare Costs. Journal of Medical Practice Management, January/February 2010.
28. **Walker Keegan D** and Woodcock EW: Take Your Revenue Cycle to the Next Level. Unique Opportunities® The Physician Career Resource, 2010.
29. **Walker Keegan, D:** Innovative Staffing for the Medical Practice, Medical Group Management Association, Englewood, CO, 2011.

PROFESSIONAL ACTIVITIES

Member, Leader to Leader Institute, 2005 – Present

Member, Curriculum Committee, MBA/MHA Program, St. John's Health System and Southwest Missouri State University, Springfield, MO, 2002 - 2006

Member, Academy of Management, 1999 – Present

Member, AcademyHealth: Advancing Research, Policy, and Practice, 2002 – Present

Affiliate, Women Business Leaders of the U.S. Healthcare Industry Foundation, 2007 - Present

Medical Group Management Association

Program Chair, Academic Practice Assembly 19th Annual Education Conference, 1995; Regional Membership Coordinator, Academic Practice Assembly, 1992-1995; Program Planning Committee, 2003 MGMA Annual Conference

American College of Medical Practice Executives

Fellow, 1993 - Present; Reviewer, Professional Papers Committee, 1995 – 1997;

Mentor, Professional Papers Committee, 1997 - 1999

PRESENTATIONS (Partial list; Recent two-year period only)

“Mastering Business Operations and Staffing,” National One-Day Seminar, MGMA, Chicago, IL, June 3, 2011.

“CPR for Your Revenue Cycle,” American Association of Orthopaedic Executives (AAOE), Orlando, FL, May 23, 2011.

“Physician Transition Plans: Planning for Physician Slowdown and Retirement,” American Association of Orthopaedic Executives (AAOE), Orlando, FL, May 23, 2011.

“Practice Solutions to Survive and Thrive in Turbulent Times,” Pre-conference Program, ICSI/IHI Colloquium on Health Care Transformation, St. Paul, MN, May 16, 2011.

“Integration Options in an Era of Accountable Care,” MGMA National One-Day Seminar (with Bruce Johnson), Denver CO, April 4, 2011.

“Innovative Staffing for the Medical Practice,” General Session, Virginia MGMA, Charlottesville, VA, March 14, 2011.

“The Impact of Healthcare Reform on the GI Practice,” General Session, North Carolina Society of Gastroenterology, Pinehurst, NC, February 20, 2011.

“The Efficient GI Practice,” General Session, North Carolina Society of Gastroenterology, Pinehurst, NC, February 20, 2011.

“Mastering Business Operations and Staffing,” National One-Day Seminar, MGMA, West Palm Beach, FL, January 21, 2011.

“Innovative Staffing for the Medical Practice,” Greenbranch Publishing, National Audioconference, December 16, 2010

“EMR Implementation Playbook: A Practical Guide to EMR Success”, Webinar, GE Healthcare, November 9, 2010

“Physician Compensation Plans: State-of-the-Art Strategies,” General Session, Oregon Association of Orthopaedists and the Oregon Association of Orthopaedic Executives, Gleneden, OR, November 5, 2010

“Rightsizing: Appropriate Staffing for Your Medical Practice,” General Session, Oregon Association of Orthopaedic Executives, Gleneden OR, November, 5, 2010

“Innovative Staffing Strategies for the Medical Practice,” MGMA Annual Conference, New Orleans, LA, October 26, 2010

“Effective Boards and Board Meetings” Idaho MGMA, Sun Valley, ID, September 30, 2010

“Staffing the Medical Practice for Optimal Performance”, Idaho MGMA, Sun Valley, ID, September 30, 2010

“Physician-Hospital Alignment to Create Accountable Care”, National Audioconference, Greenbranch Publishing, July 21, 2010

“CPR for Your Revenue Cycle”, American Association of Orthopaedic Executives (AAOE), Anaheim, CA, May 3, 2010

“The Efficient Physician”, Texas Medical Association, Fort Worth, TX, April 30, 2010

“Mastering Patient Flow”, Texas Medical Association, Fort Worth, TX, April 30, 2010

“Industry Trends in Physician Compensation,” Alabama MGMA, Birmingham, AL, March 4, 2010

“Innovative Staffing Strategies for the Medical Practice,” General Session, Alabama MGMA, Birmingham, AL, March 4, 2010

“Physician Compensation & Productivity,” General Session, Western and Midwestern Academic Pathology Chairs and Pathology Department Administrators, Napa, CA, November 12, 2009

“Strategic Alignment of Your Revenue Cycle,” General Session, Western and Midwestern Academic Pathology Chairs and Pathology Department Administrators, Napa, CA, November 12, 2009

“Physician Transition Plans: Compensation for Physician Part-time and Slowdown Arrangements,” National Audioconference, Greenbranch Publishing, October 21, 2009

“Leadership and the Dysfunctional Board of Directors”, MGMA Annual Conference, Denver, CO, October 12, 2009 (with Fritz Wenzel)

“Are You Ready for the Perfect Storm?”, Alaska MGMA, Keynote Address, Anchorage, AK, September 11, 2009

“Are You Ready for the Perfect Storm?”, New Hampshire MGMA, Keynote Address and Panel, June 4, 2009

DVD Series, 2009 (Six DVDs available for product purchase):

- (1) CPR for Your Revenue Cycle
- (2) Implement EHR the Right Way: Change Physician Work and Patient Flow
- (3) Staffing the Medical Practice for Optimal Performance

- (4) Are You Ready for the Perfect Storm: Align Your Practice with the Changing Healthcare Environment
- (5) Physician-Hospital Integration: Making it Work!
- (6) Physician Transition Plans: Compensation for Physicians in Part-time, Slowdown and Similar Status

“Behind the Numbers: Revelations from the Nation’s High-Performing Medical Practices”, Press Ganey Regional Conferences, March 30 (San Diego), April 20 (Dallas), May 18 (Stamford, CT), 2009.

“Patient Collections in the Era of Consumer-Driven Healthcare”, The Arizona Clinical Oncology Society, Phoenix, AZ, April 17, 2009

PARTIAL CLIENT LIST

- Advanced Heart Care, Dallas, TX
- Advocate Health Partners, Chicago, IL
- All Children’s Hospital, St. Petersburg, FL
- Antietum Health Services, Inc., Hagerstown, MD
- Associates in Digestive Health, Cape Coral, FL
- Austin Heart, P.C., Austin, TX
- Baylor College of Medicine, Department of Internal Medicine, Houston, TX
- Beaver Medical Group, Redlands, CA
- Benefis Healthcare Practitioners, Great Falls, MT
- California Pacific Medical Center, San Francisco, CA
- Cambridge Health Alliance, Cambridge, MA
- Capital Neurology, Riley and Methodist Hospitals, Indianapolis, IN
- Cardiognostics of Colorado Springs, Colorado Springs, CO
- Cardiovascular Group, P.C., Lawrenceville, GA
- Carolinas Pathology Group, Charlotte, NC
- Carson Tahoe Regional Health Care, Carson City, NV
- Cincinnati Children’s Hospital, Cincinnati, OH
- Columbia University, Department of Medicine, New York City, NY
- Cook Children’s Physician Network, Ft Worth, TX
- Cornell Medical College, New York City, NY

- Covenant Health System, Saginaw, MI
- Covenant Medical Group, Lubbock, TX
- Creighton Medical Associates, Creighton University, Omaha, NE
- Deaconess Billings Clinic, Billings, MT
- Digestive Health Physicians, Fort Myers, FL
- Drummond Medical Group, Inc., Ridgecrest, CA
- Dubuque Internal Medicine, PC, Dubuque, IA
- Family Medicine Associates of Texas, Carrollton, TX
- Forsyth Medical Group, Novant Health, Winston-Salem, NC
- Fort Atkinson Memorial Health Services, Fort Atkinson, WI
- Greater Baltimore Medical Center, Baltimore, MD
- Group Health Cooperative and Group Health Physicians, Seattle, WA
- HelixCare, Lutherville, MD
- Hoag Practice Management, Inc., Newport Beach, CA
- Hospital Hill Health Services Corporation, Kansas City, MO
- Idaho Cardiology Associates, Boise, ID
- Ingenix
- IntegraMed® America
- Integrated Health Partners, Battle Creek, MI
- InterMed, PA, Portland, ME
- Internists of Central New York, Syracuse, NY
- Lodi Memorial Hospital, Lodi, CA
- LA Cardiology Associates, Los Angeles, CA
- Louisiana Women's Healthcare, Baton Rouge, LA
- Marian Hancock Medical Group, Inc., Santa Maria, CA
- Maui Medical Group, Maui, HI
- Menlo Medical Clinic, Menlo Park, CA
- Mercy Health System, Oklahoma City, OK
- Methodist Hospital, Houston, TX
- Michigan State University, East Lansing, MI

- Mid-Atlantic Emergency Medical Associates, Charlotte, NC
- New England Heart Institute, Manchester, NH
- Northern Montana Medical Group, Havre, MT
- Northwestern Memorial Physicians Group, Chicago, IL
- OB/GYN Associates of Northern Indiana, South Bend, IN
- Ohio State Medical Association, Hilliard, OH
- Ohio State University, Columbus, OH
- Oregon Health & Science University, Portland, OR
- Penrose St. Francis Medical Group, Colorado Springs, CO
- Physicians Domain, Inc., White Plains, NY
- Piedmont Emergency Medicine Associates, Charlotte, NC
- Providence Health Care System, Everett, WA
- Providence Physician Division, Portland, OR
- Riley Hospital for Children, Indianapolis, IN
- Saint Elizabeth Physician Network, Lincoln, NE
- Saint Thomas Cardiology Consultants, P.C., Nashville, TN
- Saint Vincents Health System, Erie, PA
- San Dimas Medical Group, Bakersfield, CA
- Slocum-Dickson Medical Group, New Hartford, NY
- Southern Illinois University, Springfield, IL
- St. Luke's Idaho Cardiology Associates, Boise, ID
- St. Peter's Hospital, Great Falls, MT
- Stanford University, Lucile Packard Children's Hospital, Palo Alto, CA
- Suburban Gastroenterology, Naperville, IL
- Sutter Regional Medical Foundation, Fairfield, CA
- SwedishAmerican Health System, Rockville, IL
- The Children's Hospital of Philadelphia, Philadelphia, PA
- The Heart Care Group, Allentown, PA
- Town Center Orthopaedics, Reston, VA
- Twin Falls Clinic and Hospital, Twin Falls, ID

- Tulane University, New Orleans, LA
- University of California Office of the President, Oakland, CA
- University of California, Irvine, Irvine, CA
- University of California, San Francisco, San Francisco, CA
- University of Iowa, Iowa City, IO
- University of Louisville, Louisville, KY
- University of Kentucky, Lexington, KY
- University of Maryland, University Physicians, Inc., Baltimore, MD
- University of Minnesota, Veterinary Teaching Hospital, Minneapolis, MN
- University of Mississippi, Jackson, MS
- University of Missouri, Columbia, MO
- University of Pennsylvania Health System, Philadelphia, PA
- University of Texas, San Antonio
- Virginia Commonwealth University Health System, Richmond, VA
- Wayne State University, Detroit, MI
- Wilmington Pathology Associates, Wilmington, NC