

CURRICULUM VITAE

DEBORAH L. KEEGAN

PERSONAL

Place of Birth: Pittsburgh, PA

Marital Status: Married

Contact Information: Professional Name: Deborah Walker Keegan
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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," 2004. *Beta Gamma Sigma*

M.B.A. Anderson Graduate School of Management, University of California, Los Angeles, 1988

B.A. University of California, Los Angeles, Psychology, 1977, *Phi Beta Kappa, summa cum laude*

EXPERIENCE

President, Medical Practice Dimensions, Inc. (formerly BOEHM/WALKER Associates), Consultant in Health Care 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

CURRENT CONSULTING FOCUS

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, reorganizing to support managed care and capitation, 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, and 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, and instituting systematic methods for problem-solving and analysis

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. **Keegan, DL.** Strategic Integration of Electronic Medical Records (EMR) into the Patient Flow Process of a Medical Group. Article submitted for publication, 2007.

23. **Walker Keegan, DL.** Are You Ready for the Perfect Storm: Aligning Your Practice with the Changing Health Care Environment. Article submitted for publication, 2007.

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

Medical Group Management Association

Program Chair, Academic Practice Assembly 19th Annual Education Conference, Las Vegas Nevada, May 7-9, 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 (Recent two year period only)

“Hospital-Physician Integration: Making it Work,” MGMA Annual Conference, Philadelphia, PA, October 29, 2007 (with Bruce Johnson)

“Physician Transition Plans: Compensation for Physicians in Part-time, Slowdown and Similar Status,” MGMA Annual Conference, Philadelphia, PA, October 30, 2007

“Improving Practice Performance with the Right Staffing,” MGMA Annual Conference, Philadelphia, PA, October 30, 2007 (with Dave Gans)

“Staffing the Medical Practice for Optimal Performance,” South Carolina MGMA, Hilton Head, South Carolina, August 30, 2007

“Assessing the Financial Health of Your Practice,” South Carolina MGMA, Hilton Head, South Carolina, August 30, 2007

“Avoiding Potholes in the Road to Getting Paid: Improving Revenue Cycle Performance,” 2007 Fall Healthcare Management Symposium, General Session, Charlotte, NC, August 23, 2007

“Administrative Dashboard,” 2007 Fall Healthcare Management Symposium, Break-out session, Charlotte, NC, August 23, 2007

“The Nuts and Bolts of Practice Operations,” Two-day national program, August 8-9, 2007, Asheville, NC

“The Case for Workflow,” Mid-South MGMA, General Session, Memphis, TN, May 23, 2007

“Avoid Potholes in the Road to Getting Paid: Improving Revenue Cycle Performance,” Cincinnati MGMA, General Sessions, May 17, 2007

“Improving Patient Access and Practice Efficiency: Providers,” Northern Montana Medical Group, Havre, MT, May 2, 2007

“Improving Patient Access and Practice Efficiency: Clinical Staff,” Northern Montana Medical Group, Havre, MT, May 1, 2007

“Improving Patient Access and Practice Efficiency: Front Office Staff,” Northern Montana Medical Group, Havre, MT, April 30, 2007

“Industry Trends in Physician Compensation,” MGMA 2006 Annual Conference, Las Vegas, NV, October 23-24, 2006 (with Bruce Johnson)

“Staffing the Medical Practice: Data and Operations Perspectives,” MGMA 2006 Annual Conference, Las Vegas, NV, October 24, 2006 (with Dave Gans)

“Strategic Integration of an Electronic Health Records into the Patient Flow Process,” MGMA 2006 Annual Conference, Las Vegas, NV, October 23, 2006

“Five Steps to Improve Your Revenue Cycle,” General Session, Kentucky MGMA, Bowling Green, KY, September 21, 2006

“Optimum Staffing”, General Session, Minnesota Medical Management Association, Duluth, MN, July 27, 2006

“A New Faculty Compensation Plan: Process, Mechanics, and Critique,” Academic Practice Assembly (APA, Chicago, IL, May 8, 2006 (with Avalon Lance)

“Staffing the Medical Practice for Optimal Performance,” General Session, New Jersey MGMA, Atlantic City, NJ, March 13, 2006 (with Dave Gans)

“Strategies to Rightsize Your Medical Practice,” Break-out session, New Jersey MGMA, Atlantic City, NJ, March 13, 2006 (with Dave Gans)

“Clinical Operations,” Three-part Series, Nuts and Bolts of Practice Operations, Ohio MGMA, Columbus, OH, March 9, 2006 (with Elizabeth Woodcock and Sara Larch)

“Advanced Practices to Optimize Your Revenue Cycle,” Two Part Program, Financial Management Society, San Diego, CA, March 6, 2006

Ohio State Medical Association Audioconference Series, 2006, Practical Programs in Practice Management. Practice Management Audio CD’s: “Pay-for-Performance (P4P)”, “Assessing the Financial Health of Your Practice”, “Staffing the Medical Practice”

“Five Steps to Improve Your Revenue Cycle,” General Session, Greater Kansas City Medical Managers Association, Overland Park, KS, February 15, 2006

“Nuts and Bolts of an Efficient Practice,” General Session, Greater Kansas City Medical Managers Association, Overland Park, KS, February 15, 2006

“Rightsizing in Ambulatory Care Settings,” University of Iowa, Clinical Nursing Leadership Development Academy, Ambulatory Alumni Day, February 10, 2006

“The Nuts & Bolts of Practice Operations,” National Program Offering, One and one-half days, San Diego, CA January 26-27, 2006

“Do You Have the Right Staff for Your Practice?”, “Optimizing Your Care Team: Is Your Staff Doing the Right Things?”, “Staff Motivation and Incentives,” Ohio State Medical Association, Columbus, OH, October 28, 2005

“A Framework to Restructure Your Medical Practice,” MGMA National Annual Meeting, Nashville, TN, October 25, 2005

“Rightsizing Staff in the Medical Practice,” General Session, HCA Physician Services, Atlanta, GA, October 5, 2005

“Assessing the Financial Health of Your Practice,” 22nd Controversies in Obstetrics and Gynecology, Island of Hawaii, July 15, 2005

“Do You Have the Right Staff Doing the Right Things?” 22nd Controversies in Obstetrics and Gynecology, Island of Hawaii, July 15, 2005

“Staffing the Medical Practice: Do You Have the Right Staff Doing the Right Things?” Missouri MGMA, General Session, Lake of the Ozarks, MO May 2, 2005

“Achieving Whole Practice Productivity,” Missouri MGMA, Lake of the Ozarks, MO, May 2, 2005

“Manage Your Phone System Rather Than Let It Manage You,” Missouri MGMA, Lake of the Ozarks, MO, May 2, 2005

“Appropriate Staffing for Your Practice,” Indiana MGMA, General Session, Bloomington, IN, April 29, 2005

“The Nuts & Bolts of Practice Operations,” One day program, Saint Vincents Health System, Erie, PA, February 23, 2005

“The Nuts & Bolts of Practice Operations,” One and one-half day program, Deaconess Billings Clinic, Billings, MT, February 17-18, 2005

“The Nuts & Bolts of Practice Operations,” One and one-half day program, Oregon Health & Science University, Portland, OR, February 10-11, 2005

“The Nuts & Bolts of Practice Operations,” National one and one-half day program, Long Beach, CA, February 4-5, 2005

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
- California Pacific Medical Center, San Francisco, CA
- Cambridge Health Alliance, Cambridge, MA
- Capital Neurology, Riley and Methodist Hospitals, Indianapolis, IN
- Cardiodiagnostics 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

- Columbia University, Department of Medicine, New York City, NY
- Cook Children’s Physician Network, Ft Worth, TX
- Covenant Health System, Saginaw, MI
- Covenant Medical Group, Lubbock, TX
- Creighton Medical Associates, Creighton University, Omaha, NE
- Deaconess Billings Clinic, Deaconess, MT
- Digestive Health Physicians, Fort Myers, FL
- Drummond Medical Group, Inc., Ridgecrest, CA
- 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, 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
- Marian Hancock Medical Group, Inc., Santa Maria, CA
- Maui Medical Group, Maui, HI
- Menlo Medical Clinic, Menlo Park, CA
- 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
- St. Luke's Idaho Cardiology Associates, Boise, ID
- 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
- 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 Kentucky, Lexington, KY

- University of Maryland, University Physicians, Inc., Baltimore, MD
- University of Minnesota, Veterinary Teaching Hospital, Minneapolis, MN
- 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