

Medical Practice Dimensions, Inc.



Healthcare • Organizational Development

DEBORAH WALKER KEEGAN, PhD, FACMPE
Healthcare Consultant, Keynote Speaker, Author

www.deborahwalkerkeegan.com
TEL: 828.651.9709

| deborahwalkerkeegan@msn.com
FAX: 828.684.8537

EDUCATION

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

CONSULTING FOCUS

- Physician-hospital integration
- Strategic planning and alignment
- Physician compensation plan redesign
- Physician transition plan development
- Revenue cycle optimization
- Practice operations excellence
- Staffing deployment models

EXPERIENCE

President, Medical Practice Dimensions, Inc. (formerly BOEHM/WALKER Associates), Healthcare consultant, keynote speaker, author, 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 - 2012.

Instructor, UCLA School of Public Health Department of Health Services and University Extension: Certificate in Health Care Management and Leadership. *Introduction to the U.S. Health Care System*, 2005.

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

Guest Faculty/Lecturer:

- Health Care Business Certificate Program, Missouri State University, Springfield, MO, 2006, 2013, 2001
- Southwest Missouri State University, MBA/MHA Program, Springfield, MO, 2001
- Physician's Business Course Series, University of Kansas, Wichita, KS 2001
- School of Medicine Retreat, Southern Illinois University, Springfield, IL, 2001
- Management Education Program for Physicians in Leadership, University of Colorado, Denver, 1999

Management Services Officer/Department Administrator, University of California System, 1978-1994. UC Irvine: Department of Obstetrics & Gynecology 1988-1994, 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 Connexion*, 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** and 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.
30. **Walker Keegan D** and Woodcock EW: Don't Be Deceived By Your Billing Metrics. *MGMA Connexion*, April Vol. 12, No. 4, 2012.
31. **Walker Keegan D**: 5 Key Benchmarks That Could Make or Break Your Practice. Online Article, *Medscape WebMD Business of Medicine*, June 15, 2012.
32. Woodcock EW and **Walker Keegan D**: Where You May Be Losing Staff Time and Money - and How to Fix It, Online Article, *Medscape Web MD Business of Medicine*, November 28, 2012.
33. **Walker Keegan D**: An Era of Reform. Chapter 17 in Financial Management for Medical Groups, 3rd Edition, MGMA, 2013.
34. Woodcock EW and **Walker Keegan D**: It's Your Call: Mastering the Telephones in Your Medical Practice, MGMA, 2013.
35. **Walker Keegan D**: How to Keep Your Income Up as RVUs Transition Away, Online Article, *Medscape from WebMD Business of Medicine*, January 3, 2013.
36. **Walker Keegan D**: Don't Just Blame Doctors: Physician Payment Reform Report, Online Article, *Medscape from WebMD Business of Medicine*, March 9, 2013.
37. **Walker Keegan D**: Why ACOs are Struggling: What Does it Mean for You? *Medscape from WebMD Business of Medicine*, September 5, 2013.
38. **Walker Keegan D** and Woodcock EW: Insurance Exchanges: 6 Crucial Questions for Physicians, *Medscape from WebMD Business of Medicine*, October 15, 2013.
39. Woodcock EW and **Walker Keegan D**: Managing Transitions of Care. *Medical Economics*, Vol 91. No. 5, pp 20-25, March 10, 2014.
40. Woodcock EW and **Walker Keegan D**: Streamlining Your Practice. *Medical Economics*, Vol 92. No. 1, pp 33-37, January 10, 2015.
41. **Walker Keegan D** and Baker M: Building a Medical Group in 12 Steps. *Medical Economics*, Vol 92. No. 2, pp 46-52, January 22, 2015.
42. West Marc A with **Walker Keegan D**: Thriving Through Life: The Chronic Disease Life Pathway. *Group Practice Journal*, pp 28-34, July/August 2015.
43. **Walker Keegan D** and Woodcock EW: Abandoning Business as Usual. *MGMA Connexion*, Vol 15. No 8, pp 18-22, October 2015.
44. **Walker Keegan D** and Woodcock EW: The Physician Billing Process: Navigating Potholes on the Road to Getting Paid, 3rd Edition, MGMA, 2016.

PROFESSIONAL ACTIVITIES

Member, Medscape Business of Medicine Advisory Board, WebMD, 2012 – Present
 Fellow, American College of Medical Practice Executives, 1993 - Present
 Member, Academy of Management, 1999 – Present
 Member, AcademyHealth: Advancing Research, Policy, and Practice, 2002 – Present
 Member, Curriculum Committee, MBA/MHA Program, St. John's Health System and Southwest Missouri State University, Springfield, MO, 2002 - 2006

DVD SERIES (Available at www.elizabethwoodcock.com)

- *Innovative Staffing for the Medical Practice*
- *The Physician Billing Process: Avoiding Potholes in the Road to Getting Paid*
- *Physician Transition Plans: Planning for Physician Slowdown and Part-time Status*
- *Telephone Management: Manage Your Telephones Before They Manage You!*

PRESENTATIONS (Recent titles)

- *Reduce Financial Risk: Tips for Front Office Survival*
- *Aligning Your Revenue Cycle for Payment Reform and Value-Based Reimbursement*
- *Effective Claim Denial and Appeal Strategies*
- *New Reimbursement Models in a Value-Based World*
- *Innovative Staffing for the Medical Practice: Staffing for the Future Now*
- *Reality 2015: Reimbursement and Delivery System Challenges and Opportunities*
- *CPR for Your Revenue Cycle*
- *10 Ways to Speed up Patient Revenue*
- *Keep Your Revenue Cycle from Flat-Lining*
- *Transitional Care: Why Care and What To Do About It*
- *4 Ways to Keep Your Practice Independent*
- *Value-based Reimbursement: Key Strategies for Hospitals and Medical Practices*
- *Assessing the Financial Health of Your Practice*
- *Building Business Intelligence in the Medical Practice*
- *Industry Trends in Physician Compensation*
- *Best Practices in Patient Access and Patient Flow*
- *Don't be Deceived by Your Billing Metrics*
- *Critical Update on Physician Payment Reform: ACOs and Value-based Modifiers*
- *The Future Face of Medical Practice*
- *Staffing the Medical Practice for Optimal Performance*
- *Aligning Your Practice for Accountable Care*
- *Blueprint for Healthcare Reimbursement in the Future*