



## **PAUL H. KECKLEY, PHD**

### **Independent Healthcare Research and Policy Analysis**

Paul H. Keckley is Managing Editor of The Keckley Report, a healthcare researcher and widely known industry expert.

In addition to The Keckley Report, he authors a monthly column for *Health and Hospital Networks* and has published three books and 250 articles. During the period preceding the passage of the Affordable Care Act, he facilitated sessions between White House Office of Health Reform sessions and major health industry trade groups as private sector input was sought in the legislation.

He serves on the board of Healthways Inc. as an Advisor to Western Governors University and the Lipscomb University College of Pharmacy, and is a member of the Health Executive Network .

He served as Managing Director of the Navigant Center for Healthcare Research and Policy Analysis (2014-2015), Executive Director of the Deloitte Center for Health Solutions (2006-2013), executive administration at Vanderbilt University Medical Center (1998-2006), Chief Executive Officer of PhyCor Management Corporation-the IPA Subsidiary of PhyCor Inc. (1994-1998) and Managing Partner of The Keckley Group, a health care research and policy analysis firm (1974-1994). He served as Independent Chairman of Interdent, a California dental practice management company (1992-1996) and as an Adjunct Professor in the Schools of Medicine, Business and Health Policy at Georgetown University and Vanderbilt University.



He completed his B.A. at Lipscomb University, MA and PhD degrees from Ohio State University, and a fellowship in economic policy at Oxford University. He resides in Nashville, Tennessee and enjoys golf, jogging, and the search for great coffee.

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## Career

*Health care industry professional with executive leadership experience in the public and private sectors.*

### **2006-Present: Managing Editor, The Keckley Report**

The Keckley Report is a weekly e-newsletter addressing healthcare policy issues and industry trends.

### **2014-Present: Independent Director, Healthways Inc. (HWAY)**

Healthways is a publicly traded health and wellness company headquartered in Nashville TN. I serve on the Nominating and Governance and Strategic Review Committees.

### **2014-2015: Managing Director, Navigant Center for Healthcare Research & Policy Analysis, Washington DC**

The Navigant Center conducted primary research and developed policy briefs around key issues in healthcare i.e. system consolidation, consumerism, provider sponsored risk, and the impact of health reform.

### **2009-2010: Facilitator, The White House Office of Health Reform and Industry Trade Associations**

As the Affordable Care Act was being developed, I served as a facilitator of discussions between the White House and AHA, AHIP, AMA, PhRMA, and AdvaMed as its intended and unintended consequences were discussed, and as key provisions were developed.



**2006-2013: Executive Director, Deloitte Center for Health Solutions, Washington DC.**

The Deloitte Center for Health Solutions (DCHS) is the non-partisan industry research and policy-analysis division of Deloitte’s global health practice. Its forecasts, white papers, surveys and policy analyses are developed by a team of economists, clinicians, policy analysts, and actuaries in India and Europe.

**2003-2006: Vanderbilt University Medical Center, Nashville Tennessee (Director, Vanderbilt Chancellor Fund; Executive Director, Vanderbilt Center for Evidence-based Medicine (VCEBM); Associate Professor, Vanderbilt University School of Medicine; Clinical Professor, Owen Graduate School of Management**

Vanderbilt University Medical Center is one of the leading academic medical centers in the U.S. Reporting to the Chancellor as a member of executive leadership, responsibilities included:

- Director, Vanderbilt Ventures: using funds from the Vanderbilt Chancellor’s Fund, evaluation and commercialization of intellectual properties developed by VUMC scientists and clinicians; resulted in four major joint ventures, start-up of 14 early stage companies, and implementation of Vanderbilt Center for Integrative Health.
- Executive Director, Vanderbilt Center for Evidence-based Medicine—development of integration of evidence based practices across the Vanderbilt clinical enterprise; funded research for peer reviewed studies about usefulness and limitations of evidence-based medicine.
- Associate Professor, Vanderbilt Owen Graduate School of Management, --development of the healthcare MBA program;

**1998-2002: EBM Solutions Inc., Nashville, Tennessee (Chief Executive Officer)**

EBM Solutions was a joint venture between Vanderbilt, Duke, Washington University St. Louis and Emory Health and venture capital partners. It licensed its proprietary clinical decision-support software to private health plans and hospitals to measure adherence to evidence-based practices using an ASP and annual licensing fee business model.

**1995-2002: InterDent Inc., El Segundo, California: (Chairman )**



InterDent was the U.S. largest publicly traded dental practice management company with 400 clinics in the U.S. As the practice management industry imploded and the company's only independent director, I became Chairman after institutional investors resigned from the board to pursue recapitalization of the company. In the role of Chairman, I led the company's recapitalization converting \$245 million senior debt to equity as a private company, secured a revolving LOC, completed the sale of underperforming clinics in NY and FL and recruited a new management team and board.

**1994-1998: PhyCor Management Company, Nashville Tennessee (President and Chief Executive Officer)**

PhyCor Management Corporation (PMC) was the IPA management subsidiary of PhyCor Inc., the nation's largest publicly traded physician practice management company. It operated IPAs in 11 markets with 7000 participating physicians and managed fully capitated contracts with United, Cigna and other national insurers.

**1974-1994: The Keckley Group, Nashville, Tennessee (President and Chief Executive Officer)**

The Keckley Group (TKG) provided strategic planning research and consulting services to hospitals involving market growth analysis, clinical portfolio development, physician alignment and compensation, , and competitor assessment. Achievements: contracts with 1200 hospitals, development of proprietary databases about clinical portfolio program planning.

**Industry Advisory Positions**

Board of Visitors, Lipscomb University School of Pharmacy, Nashville TN (2009-present)

Advisor, The Bipartisan Policy Center, Washington, DC (2009-2013)

Board of Trustees, The Wexner Medical Center at Ohio State University (current)

Health Care Financial Management Association Leadership Advisory Board

Health Executive Network

Health Care Advisory Council, Western Governor's University, Salt Lake City

Editorial Positions

Managing Editor: The Keckley Report—weekly analysis of health reform and impact on industry sectors in US.

Columnist: HHN (Hospitals and Health Networks)

Author: 3 books and 200 articles in trade and peer reviewed journals and periodicals



## Education

B.S. David Lipscomb University (1970)  
M.A. The Ohio State University (1972)  
Ph.D. The Ohio State University (1974)  
International Fellowship, Oxford University, United Kingdom