

Rebecca S. Dean, MA, FACMPE

[REDACTED]
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PROFILE

Health care executive with 30+ years' experience as a leader and entrepreneur in health systems, private medical group practices and clinics; Serves in C-suite roles with decision authority and oversight in the areas of finance, development, risk management operations and strategic planning; Significant experience in payer contracting, physician / provider recruitment, compliance, and strategic planning; Serves as an independent consultant in the areas of strategic planning, operations, governance, recruitment, reimbursement and revenue cycles, medical practice administration, and payer and physician contracting.

Experience Profile

***Administrative Management**

- Policy and Procedure Development
- Quality Assurance
- Risk Management
- Strategic Planning
- Regulatory Agency/Corporate Compliance

- Contract Development
- Merger/Practice Sale
- Corporate Development
- Corporate Planning for Public Acquisition
- Effective Board Development/Governance
- Contractual Negotiations

***Financial**

- Reports
- Budgeting
- Reimbursement Strategies / Collections
- Accounts Receivable / Accounts Payable
- Cost Accounting/Cost Management
- Investments
- Contract Administration
- Medical Practice Performance Analysis
- A/R Payer Relations
- Profit and Loss Responsibility

***Physician Recruitment**

- Compensation and Incentive Development
- Recruitment
- Locum Tens

***Human Resource Management**

- Training
- Recruitment / Hiring
- Job descriptions and
- Performance appraisal systems
- Benefit and Compensation Planning
- Risk Management

***Property Management**

- Capitalization
- Facility Management
- Remodel Development & Finance
- Facility Design

***Advertising and Marketing**

- Public Relations
- Conference Planning/Fund Raising
- Community Service Development

***Information Systems**

- Diligence and Implementation

***A/R Software and System Conversions**

EDUCATION and Certifications

Master of Arts - Business Administration
Webster University - St. Louis, MO

Bachelor of Science - Social Sciences with Business Concentration
Rollins College - Winter Park, FL

Secondary Education Certification - Business and Social Sciences
St. Mary College - Leavenworth, KS

FELLOW, American College of Medical Practice Executives
Medical Group Management Association
Englewood, CO

EMPLOYMENT HISTORY

2018 – January 2020	Director, Business Development and Operations Tanana Valley Clinic Orthopedics and Sportsmedicine Fairbanks
2018 – 2019	Practice Administrator Tanana Valley Clinic Orthopedics and Sportsmedicine Fairbanks
1999 – 2018	Chief Executive Officer <i>Sportsmedicine and Orthopedics Fairbanks</i> Plan, direct, and coordinate the medical corporate operations of Orthopaedic and Sportsmedicine practice. Physician and provider recruitment, contract and compensation planning, practice operations and facility expansion. Financial management.
1999 – present	Medical Administrative Services/Operations Consultant Dean & Associates, LLC dba <i>Management Solutions</i> Providing Administrative and CEO functions to medical and surgical groups.
2001 – 2003	Interim Executive Director <i>Eye Clinic of Fairbanks</i> Evaluate and direct corporate operations of Ophthalmology Surgical group.
1999 – 2003	Project Director <i>Fairbanks Ambulatory Surgery Center, LLC</i>
1997 - 1999	Clinic Administrator/CEO <i>Tanana Valley Clinic</i> Plan, direct, monitor, coordinate, control and evaluate the operations, compliance and activities of Alaska's largest multi-specialty clinic. Management responsibilities for 40 Providers and over 200 employees. Fee for service and contracted care. Facility, Real Estate, and Investment management. Capitalization and Strategic Planning. Board and Governance Development. Risk Management.

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Page 3

1987 - 1997

Clinic Administrator

Sportsmedicine Fairbanks - Fairbanks, AK

Plan, direct, monitor, coordinate, control and evaluate the operation and activities of high volume orthopedic surgery and physical therapy rehabilitation clinic. Implemented and orchestrated sale of physical therapy department. Managed regulatory agency compliance.

1996 - 1998

Faculty, University of LaVerne Graduate Program

Lecture and instruct in graduate program for Business Management Organization classes. Participated in curriculum development for healthcare education programming.

1995 - 1996

Vice President, Corporate Development & Operations

Medical Software Integrators, Inc. - Atlanta, GA

Developed corporate expansion, restructuring, strategic planning, implementation, negotiations, staff redesign. Directed product implementation and support. Launched consulting division. Consultant for Research & Development of Integrated Clinical Management Software. Concurrent position with Sportsmedicine Fairbanks. (Temporary position traveled between organizations.)

1986 - Present

Practice Management Consultant

Medical practice management and administrative services for implementation and maximum utilization of practice resources.

1986 - 1987

Administrative Clinic Business Manager

David S. Ginsburg, M.D. - Highland Park, IL

1985

Credentialing Officer For Physician Recruitment

AMEDD, Office of the Surgeon General - Ft. Sheridan, IL

1981-1984

Clinic Business Manager

*Cherokee Medical Services, Raymond J. Wesley, MD
Hendersonville, TN*

AWARDS

MGMA Lifetime Achievement Recipient 2018.

PROFESSIONAL AFFILIATIONS

Fellow

American College of Medical Practice Executives

Professional Publication:

Survival of Physician "Self-Referral" To Physical Therapy Centers with Physician
Held Owner Interest

Professional Board Affiliations

Alaska State Physical Therapy and Occupational Therapy Board – Public Member 2020 - Present

Fairbanks North Star Borough Economic Commission 2023 - present

Fairbanks Chamber of Commerce 2013 – 2024

Fairbanks Chamber of Commerce **Chair 2019**

Fairbanks Economic Development Corporation 2019

American Academy of Orthopaedic Executives Board 2014 2018

Alaska Airlines Gold Advisory Board Past Member

Norcal Mutual Insurance Advisory Board **Chair, Alaska (Inactive)**

Fairbanks North Star Education Foundation (Non Profit) (Inactive)

Go Red American Heart Association, Fairbanks, AK Past Committee Member

Circle of Red, American Heart Association, Fairbanks, AK Past Member

Past Board Member	American Alliance of Orthopaedic Executives 2014 - 2018
Council Member	AAOE Industry Relations Council 2017-2018
Council Member	AAOE Education Council
Chair	Greater Fairbanks Chamber of Commerce Board of Directors
Past Member	WBL (Women in HealthCare Business Leaders Foundation) Washington, DC
Faculty	Adjunct ~ University of Alaska Fairbanks (Currently Inactive)
Faculty	Masters Program, University of LaVerne School of Business Management (Inactive)
Member	Medical Group Management Association, National
Past Chair	American College of Medical Practice Executives
Past Member	MGMA Administrative Simplification Task Force
Expert Past Member	ACMPE Body of Knowledge Panel Task Force
Past President	Western Section MGMA
Past President	MGMA Ambulatory Surgery Assembly/Society
Past President	Alaska Medical Group Management Association, 1993 – 1996
Past ACMPE Forum Rep	Alaska Medical Group Management Association, 1997 – 2002
Past Legislative Liaison	Alaska Medical Group Management Association, 1999 – 2002
Past Member	MGMA Government Affairs Committee
Past Member	National MGMA ED/LRC Committee, 1999 - 2001
Past Chair	ACMPE College Exam Committee, 1998 – 1999
Past Member	ACMPE College Exam Committee, 1996 - 1999

Professional Affiliations Continued

Distinguished Member MGMA National Role Delineation Expert Panel
Distinguished Member MGMA Body of Knowledge Expert Panel 1998
Past Member MGMA National "Conference 2000" Planning Committee
Member MGMA Financial Management Society
Member MGMA Orthopedic Practice Assembly
Member MGMA Human Resource Management Society
Member MGMA Ambulatory Surgery Assembly/Society
Past Member HFMA, Health Care Financial Management Association (Inactive)
Past Member FASA, Federated Ambulatory Surgical Association (Inactive)SMF
Past Member BONES, Orthopaedic Management Society (AAOE 2008)
Past Member Interior Alaska Health Care Executives
Past Member Arctic Winter Games Health Care Support Committee
Past Member BC Regional Physician Advisory Panel
Delegation Leader People to People Delegation Leader for Citizen Ambassador International Travel
Delegation Leader Nanda Journeys for Health Care

Publications

Compensation and Contracting The Practice Management Perspective, Rebecca S. Dean, MA, FACMPE and David N. Gans, MSHA, FACMPE, PA Professional, May 2012

911 – Beware Standard Form Software and Hardware Contracts, Patricia S. Hofstra, Esq., Duane Morris LLP and Rebecca S. Dean, MA, FACMPE 2012

Purchasing Technology, A Few Things to Consider, Patricia S. Hofstra, Esq., Duane Morris LLP and Rebecca S. Dean, MA, FACMPE 2012

Presentations

The Value of Public Members, Federation of State Board of Physical Therapy Annual Education Mtg 2023
Mergers/Acquisitions **Essentials, Lessons and Reflections to Prepare for the Ever-Shifting Market** 2021
AAOE-AOC National Residency Curriculum Preparing Orthopedic Residents, Fellows and Staff for What's Next 2021
Mergers and Acquisitions 2020
Don't Be Left Behind In A Practice Merger or Acquisition Resident AAOE/AOC Presentation 2020
Mergers/Acquisitions Essentials, Lessons and Reflections to Prepare for the Ever-Shifting Market 2020
Creating Empowered and Successful Physician and Administrator Leadership Teams 2020
Physician Administrator Teams 2016
Eliminating Work Place Drama 2016
Developing Employee Procedures and Policies 2016
Physician Assistant Utilization, Compensation and Regulatory Risk Management 2014, 2015, 2016, 2017
Contracting 101 2013
HIPAA 2013
Compensation and Creative Contracting 2010 – 2013
Using the ACMPE Body of Knowledge for Professional Advancement and Practice Operations 2003 - 2013
Communication Skills for Leaders
Implement FISH Communication into Your Business Culture
Risk Management – Your Professional Scope of Responsibility
Marketing Horizons

Strategic Planning – Identifying Crossroads to Success and the Cost of Loss
Governance and Organizational Dynamics – Physician Groups and Independent Practice
Physician and Administrator Team Alignment: Strategy and Balance for Successful Practice Leadership 2015
Leadership Competencies 2015
The Impact of the Value Equation 2015
The Administrator's Perspective Physician/ Administrator Teaming 2015
Utilization of PAs in the Orthopaedic Practice: Rules, Regulations, Revenue and Realities 2015
Risk Management Forensics 101 2015