

**Rebecca S. Dean, MA, FACMPE**

[REDACTED]  
Fairbanks, AK 99707-0228

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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	<b>Director, Business Development and Operations</b> Tanana Valley Clinic Orthopedics and Sportsmedicine Fairbanks
2018 – 2019	<b>Practice Administrator</b> Tanana Valley Clinic Orthopedics and Sportsmedicine Fairbanks
1999 – 2018	<b>Chief Executive Officer</b> <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	<b>Medical Administrative Services/Operations Consultant</b> Dean & Associates, LLC dba <i>Management Solutions</i> Providing Administrative and CEO functions to medical and surgical groups.
2001 – 2003	<b>Interim Executive Director</b> <i>Eye Clinic of Fairbanks</i> Evaluate and direct corporate operations of Ophthalmology Surgical group.
1999 – 2003	<b>Project Director</b> <i>Fairbanks Ambulatory Surgery Center, LLC</i>
1997 - 1999	<b>Clinic Administrator/CEO</b> <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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1987 - 1997	<b>Clinic Administrator</b> <i>Sportsmedicine Fairbanks</i> - 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	<b>Faculty, University of LaVerne Graduate Program</b>
	Lecture and instruct in graduate program for Business Management Organization classes. Participated in curriculum development for healthcare education programming.
1995 - 1996	<b>Vice President, Corporate Development &amp; Operations</b> <i>Medical Software Integrators, Inc.</i> - 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	<b>Practice Management Consultant</b> Medical practice management and administrative services for implementation and maximum utilization of practice resources.
1986 - 1987	<b>Administrative Clinic Business Manager</b> <i>David S. Ginsburg, M.D.</i> - Highland Park, IL
1985	<b>Credentialing Officer For Physician Recruitment</b> <i>AMEDD, Office of the Surgeon General</i> - Ft. Sheridan, IL
1981-1984	<b>Clinic Business Manager</b> <i>Cherokee Medical Services, Raymond J. Wesley, MD</i> 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 RepAlaska 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