

CURRICULUM VITAE

PAUL H. KECKLEY

Home Address: 522 Waxwood Drive, Brentwood, Tennessee 37027

Office Address: Vanderbilt Center for Evidence-based Medicine
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Nashville, Tennessee 37232-2104

Date of Birth: September 12, 1949

Place of Birth: Chattanooga, Tennessee

Marital Status: Married: Rhonda G. Turnage Keckley
Children: Jason, Erin, Joshua, Jordan

Education:

1967-1970 B.S. David Lipscomb University
1970-1972 M.A. The Ohio State University
1972-1974 Ph.D. The Ohio State University

Post-Graduate Training, Fellowships:

1972 International Scholar Program, Oxford University

Military Service:

None

Career History:

2003-Present Executive Director, Vanderbilt Center for Evidence-based Medicine, Assistant Professor, Vanderbilt University School of Medicine

The mission of the Vanderbilt Center for Evidence-based Medicine is to promote understanding and adoption of evidence-based medicine in healthcare. It is a multi-disciplinary research and education center closely affiliated with the Schools of Medicine, Law and Business at Vanderbilt.

Since its founding in 2003, VCEBM research has been featured in keynote sessions for several major professional organizations including the American Medical Association, National Quality Forum, American Hospital Association and others. It conducted five major studies in 2004:

- An Analysis of Evidence-based Medicine in Medical Management Programs of Managed Care Plans
- An Analysis of Evidence-based Medicine in U.S. Undergraduate Medical Education
- An Analysis of Evidence-based Medicine in Pharmacy Benefits Management Programs
- An Analysis of Graduate Management Education in Healthcare
- Examination of Factors that Determine Rankings of U.S. Schools of Medicine

Teaching responsibilities include courses in the Vanderbilt School of Medicine (Health Industry Overview: Structure, Organization and Policy; Principles and Practice of Evidence-based Medicine) and in the Owen graduate School of Management (Health Industry Management: Industry Overview). In addition, Dr. Keckley advises MD-MBA students in independent studies, primarily related to public policy interests.

Administrative responsibilities include coordination of several programs in Vanderbilt University Medical Center:

Coordination of the review and integration of evidence-based practice guidelines across the Vanderbilt Clinical enterprise: 4 hospitals, 1400 clinicians, 112 departments and sections, 300 care management guidelines.

Development of a strategy to support lifelong learning for graduates of Vanderbilt University School of Medicine.

Development of strategic partnerships with health industry corporate entities for development/leveraging of Vanderbilt's intellectual property, research and clinical capability with targeted companies.

Recent administrative assignments completed include:

- Feasibility assessment for the development of a MBA in Health Management for Vanderbilt University
- Development of a business plan for a new program to manage at-risk newborns discharged from the hospital.
- Evaluation of the costs of avoidable complications for overuse of antibiotics in the management of community acquired pneumonia in the acute setting

1998-2002 Founder and Chief Executive Officer EBM Solutions Inc., Nashville, Tennessee

EBM Solutions is a software application used by health plans, hospitals and medical groups to integrate evidence-based guidelines into care management applications. EBM Solutions guidelines were built on an object-based data structure that could be seamlessly integrated into various applications such as hand-held devices, electronic records, and telephony, et al

- Creation of the Founders Consortium composed of Vanderbilt, Duke, Emory, Washington University, and Oregon Health Sciences University that oversee all clinical guidelines and intellectual properties of the company with (1) perpetual use of these institutional brands for use in care management with licensees, (2) perpetual ownership of all intellectual property and derivatives thereof by EBM Solutions, and (3) active involvement of these institutions in the ongoing strategy and operation of the company. NOTE: The role of the Academic Consortium is central to the operation of EBM Solutions: to date, 171 faculty members at these institutions have made contributions to the guideline management program of the company.
- Developed the 56-step guideline development process that expedites guideline production and updates at a rate unparalleled in the industry. EBM Solutions developed 116 guidelines with semi-annual and “fast track” updates. The nearest comparable process is Zynx Health which in the same period produced 43 guidelines with similar technical functionality.
- Raised \$11 million from five venture funds to launch the company.
- Recruitment of the company’s management team
- Development of the operating budget and financial reporting systems for the company
- Development of the company’s market strategy including avoidance of the “e health” stigma by positioning EBM Solutions as a B2B outsourcing solution for clinical guideline development and care management software.
- Successful acquisition of Help4Life, a technology company that reduced EBM Solutions’ dependence on outsourcing of programming.
- EBMS featured in the Wall Street Journal, New York Times
- Licenses to 32 healthcare organizations in 2002 including Health Net of California, Blue Cross of Tennessee, Aventis and others.

Reason for leaving: EBM Solutions was acquired by HealthGate Data, Burlington, Massachusetts, in 2003.

1995-2002 InterDent Inc., Non-Executive Chairman; Audit Committee; Compensation Committee El Segundo, California

InterDent is the largest owner-operator of dental practices with more than 400 locations primarily in the western U.S.. Key activities on behalf in InterDent include:

- Chairman, Compensation and Executive Committees (2001-2002)
- Successful recruitment of senior management team after dismissing previous management in 2001. Renegotiated management agreements and added retention bonuses/incentives for middle and senior management as key component of the company's recapitalization plan
- Successful renegotiation of company's long-term debt and restructure of the company's balance sheet resulting in conversion of more than \$100 million of senior and senior subordinated debt to equity.
- Successful recapitalization of the company taking it from an under-performing public company to a private company with EBITDA of \$25 million on revenues of \$245 million—a significant turnaround.
- Recruitment of Ernst and Young to provide audit services in tandem with overhaul of the company's financial management program.
- Development of Board policies to comply with Sarbanes-Oxley provisions.

My term as director expired in early, 2002.

1994-1998 Aveta Inc., President and Director Nashville, Tennessee

Aveta Health Management provides management services to Independent Practitioner Associations (IPAs), a network of physicians that contract with managed care plans accepting pre-payment for all professional services. Key services provided included claims adjudication, managed care contract negotiation, medical and utilization management, actuarial analysis for HMO contract proposals, and disbursement of payments to physicians on a per member per month basis. Aveta was acquired by PhyCor Inc. in 1997. The parent company filed for bankruptcy in 2002. At the time of its filing, Aveta was the only profitable subsidiary of PhyCor Inc. It operates today with revenues of \$300 million and EBITDA of \$24 million. Major achievements in my role as President and Founder include:

- Development of the business plan and private placement memorandum
- Raised \$8M from four venture funds
- Recruitment of the management team
- Development of the market strategy and operating plan
- Opening of eleven markets with more than 7,000 physicians in networks.
- Negotiation for capitated agreements with 30 health plans resulting in 400,000 lives under contract within two years.
- Achieved breakeven in two years and seven months and negotiated the sale of the company to PhyCor Inc. for \$37 million

Reason for leaving: acquisition by PhyCor Inc.

1974-1994 President and Chief Executive Officer, The Keckley Group, Nashville, Tennessee

Nashville, Tennessee is widely regarded as the entrepreneurial capital in healthcare. It is home to 200 companies primarily focused on health services and medical technology. The Keckley Group (TKG) provided (1) business planning services to healthcare companies in a startup or turnaround mode i.e. market analysis, program development planning, budgeting and forecasting, and capital acquisition and (2) strategic planning support to hospitals and health systems. The company's customer base included 1200 hospitals, two major pharmaceutical companies, five investor-owned health systems and others.

The Keckley Group developed a national following as a result of its pragmatic approach to planning and its sharply focused business plans. The staff of 60 included several MBA's and CPA's along with physicians and other professionals useful in accurately evaluating each market opportunity and in developing an appropriate business strategy. The company was featured in Business Week, 60 Minutes, ABCs 20/20, and The Wall Street Journal and others.

The Keckley Group was acquired by Aveta in 1994 and the company operated as a division of Aveta until its acquisition by PhyCor Inc. .

Faculty Appointments:

Visiting Professor, Doctoral Program, Belmont University School of Physical Therapy, 2001

Taught healthcare industry management course to 29 doctoral candidates summer, 2002. Invited to assume Adjunct Role but declined due to other obligations.

Senior Fellow, Vanderbilt Center for Better Health Nashville, 2002

In 2003, completed two research programs funded by Wyeth Pharmaceutical Company: (1) An Investigation of Evidence-based Medicine Applications in Managed Care (completed 10/03), and (2) An Investigation of Evidence-based Medicine Applications in Pharmacy Benefits Management (completed 11/03).

These studies involved a meta-analysis of peer reviewed research about emerging applications of evidence-based medicine in the context of managed care plan operating environments and conducting a series of interviews with industry leaders from 89 health plans. It also involved facilitating two day discussion groups with 128 Chief Medical Officers of health plans across the country, and the production of two white papers now being prepared for publication in professional journals (targeted 2004).

Visiting Lecturer, Owen Graduate School of Management Executive Program in Healthcare Industry Management (1997-2001)

Taught sessions on healthcare industry trends and implications to combination MD-MBA program under direction of Alexander McCloud, MD, program director.

Presentations:

Keynote Speaker: “Managing Health Costs and Quality: Strategic Considerations,” Community Healthcare Coalition, Canton, OH, December 9, 2004.

“Evidence-based Medicine: Key Concepts and Emerging Applications,” American College of Physician Executives, Amelia Island, FL, November 16, 2004
Keynote Speaker: “Managing Care or Care Management: Improving Care and Lowering Costs,” 2004 Best Practices in Medical and Pharmacy Management, Blue Cross and Blue Shield Association, November 9, 2004.

Keynote Speaker: “EBM and Improving Organizational Performance,” American Academy of Medical Administrators, Orlando, FL, October 23, 2004.

Keynote Speaker, “Evidence-based Medicine: Key Concepts,” Quality Insights of Pennsylvania, Harrisburg, PA, October 21, 2004

Keynote Speaker “After Patient Safety: What’s next on the Clinical Front?” Ambulatory Care Conference, Chicago, IL, October 15, 2004

“Evidence-based Medicine: The Macro View” 5th Annual Quality Summit & Exhibit, URAC, Scottsdale, AZ. October 7, 2004.

Keynote Address: “Evidence-based Medicine: Key Concepts and Emerging Applications” Idaho Hospital Association, Sun Valley, ID, October 5, 2004

“Introducing the U.S. Health Delivery System” Nashville Healthcare Council Trade Mission, Budapest, Hungary – Prague, Czech Republic. September 28 – October 1, 2004.

“Making the Case for Evidence-based Medicine” 2004 Fall Leadership Conference, Utah Hospitals and Health Systems Association, Park City, UT, September 23, 2004

“Evidence-based Medicine: Key Concepts and Important Implications for Hospitals and Physicians” Schneck Medical Center, Seymour, IN, September 13, 2004

Keynote Address: “Improving Organizational Performance with Evidence-based Medicine” North Dakota Healthcare Association, 70th Annual Convention, September 9, 2004

“Pay for Performance Measures: Lessons from the Early Adopters” Healthcare Intelligence Network, Audio Conference, September 8, 2004

“Evidence-based Medicine in Managed Care” The Quality Colloquium, Harvard University, August 23, 2004.

Keynote Address: Evidence-based Medicine in Managed Care: Current Trends, Emerging Applications” World Research Group: Evidence-Based Medicine for Health Plans, Chicago, IL, August 18, 2004

Keynote Address: “Consumer Centric Health Care: Meeting Customer Needs and Demands” Strategic Research Institute, 2nd Annual Disease Management Conference, Boston, MA, August 4, 2004

Keynote Address: “Evidence-based Medicine in Managed Care: Implementation Strategies for Success” VISN 21, Department of Veterans Affairs, Tahoe City, CA, July 26, 2004

“The Evidence for Evidence-based Medicine” Methodist Healthcare, Memphis, TN July 27, 2004.

“Incorporating Evidence-based Medicine into Disease Management Programs” Disease Management Colloquium, Philadelphia, PA, June 28, 2004

Keynote: “The Evidence for Evidence-based Medicine” Indiana Hospital & Health Association’s Leadership Conference, Carmel, IN, June 29, 2004.

“Implementing an Evidence-based Decision Support System” JACHO, Las Vegas, NV, June 16, 2004.

Keynote Address: “How Evidence-based Medicine Can Improve Operational Performance and Clinical Outcomes” Saint Francis Hospital, Tulsa, Oklahoma, May 21, 2004.

“Breakthroughs in IT that Accelerate Change” HCRIC, Las Vegas, NV, May 17, 2004

“Evidence-based Medicine: Principles and Practice” St. Anthony’s Medical Center In-Service for Medical Staff (CME) St. Louis, Missouri November 13, 2003.

“Evidence-based Medicine: Principles and Practice” Sun Health Alliance Provider Forum (CME), Phoenix, Arizona November 12, 2003.

Keynote Address: “Evidence-base Medicine and Healthcare Reform” The Emerging Technologies in Healthcare Congress Annual Meeting, Washington September 22, 2003

Keynote Address “Evidence-based Care Management: Trends and Implications for Managed Care” Blue Cross Blue Shield Association 4th Annual Medical Management Conference, Chicago October 9, 2003

Keynote Address “Evidence-based Medicine and Disease Management” Disease Management Association of America 5th Annual Meeting, Chicago October 13, 2003

Keynote Address: “Evidence-based Medicine and Managed Care: Emerging Trends and Implications for Pharmacy Benefits Management” Academy for Managed Care Pharmacy Annual Meeting Montreal October 17, 2003

Keynote Address: “Evidence-based Medicine and Managed Care” American Healthcare Information Management Association Annual Meeting, Minneapolis October 21, 2003

Keynote Address: “Trends and Imperatives in Healthcare Transformation” Delaware Valley Health Council Annual Meeting, Philadelphia October 22, 2003

Keynote Address: “Evidence-based Medicine and Managed Care: Implications for Provider Organizations” Sun Health Alliance Provider Conference, Phoenix, AZ November 12, 2003

Plenary Session Presentations in 2001 on “Evidence-based Medicine: Trends and Implications” for:

- National Quality Forum, Washington, DC
- Joint Commission on Accreditation of Healthcare Organizations
- Health Information Management Systems Society
- American Health Lawyers Association
- The IPA Association of America, Oakland, CA
- The Health Strategy Forum, Chicago IL
- Medical Group Management Association, Denver, CO
- Am. Assoc. of Health Plans Medical Management Forum, Long Beach, CA
- Consumer Directed Health Care Conference, Las Vegas NV

Editorial Positions:

Editorial Advisory Board, Joint Commission Journal on Quality and Safety (2004)

Editorial Advisory Board, Physician Practice Options (2001-2004)

Reviewer, Health Affairs (2004)

Editorial Advisory Board, Inside Physician Practice Management 1990-1996

Editor The Keckley Report: Weekly Report on Healthcare Trends Capital Publications: Washington, DC, 1985-1994

Editor EBM Briefs: Weekly Review of Evidence-based Trends and Interventions Nashville: EBM Solutions Inc, 1999-2001

Editorial Advisory Board, Healthcare Strategy Report, 1994-1999

Publications:*Articles:*

Evidence-based Medicine in Managed Care: A Survey of Current and Emerging Strategies, Medscape General Medicine from WebMD, 2004, Article 470303.

Keckley, PH: New Evidence that Evidence-Based Medicine is Making an Impact, ACPE'S The Leading Edge, July 2004 Vol 1, No 2.

Keckley, PH: Health Plans Increasing Emphasis on Evidence-based Care, For The Record 2004, Vol 16, No 1.

Keckley, PH: The Role of Evidence-based Medicine in Disease Management Disease Management and Health Outcomes 2003.11 (7): 429-437

Keckley, PH "The PPMs: What Happened? What's Next? Managed Care Quarterly 1999: 714:11-14.

Books:

99 Questions You Should Ask Your Doctor and Why. Keckley PH, Rutledge Hill Press: Nashville, 1994

The Modern Handbook of Healthcare Market Research, AHA Publishing, 1992

White Papers:

The Emerging Role of Evidence-based Medicine in Managed Care: Trends, Implications, Challenges Keckley PH, Vanderbilt Center for Better Health: Nashville, 2003.

Grants:

Evidence-based Medicine in Undergraduate Medical Education Vanderbilt School of Medicine, 2004.

Graduate Management Education Health Management and Policy: A Survey of Leading Programs, Owen Graduate School of Management and Vanderbilt University Medical Center, 2004.

Evidence-based Medicine in Pharmacy Benefits Management, Principal Investigator: Keckley PH Educational Grant, Wyeth Pharmaceuticals, Collegeville, Pennsylvania: 2003

Evidence-based Medicine in Managed Care: An Analysis of Trends and Implications, Principal Investigator: Keckley, PH Unrestricted Educational Grant, Wyeth Pharmaceuticals, Collegeville, Pennsylvania: 2003

Industry Advisory Positions:

Senior Advisor, HealthGate Data Corporation, Burlington, Massachusetts 2003-present

State of Tennessee TennCare Reform Task Force 2003-2004.

Director, eHealth Initiative, Washington DC 2001-2003

Nashville Healthcare Council, 2001-present

Director, Interdent Inc., El Segundo, California 1999-2003

Director, American Hospital Association Society for Healthcare Strategy, 1992-1998

Member, Aventis Health Outcomes Measurement Committee

Civic:

Director, Mercy Health Services, Franklin, Tn., 2002-present

Director, Crime Stoppers of Nashville 1996-1999

Director, YMCA of Middle Tennessee 1988-1994

Project Director: The Health Status of Nashville (Nashville Area Chamber of Commerce
1994

Research Coordinator, Nurses for Newborns of Tennessee 2004-present

Chair, Capital Campaign, Christ Community Church 2001-2002