



Kathleen K. Shaw

Director

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Kathleen has more than 16 years experience in healthcare consulting, with significant expertise in managing large-scale engagements for academic medical centers, medical schools, and faculty practice plans. She has focused primarily on strategic and financial planning and budgeting, growth, organizational design, and performance improvement initiatives in the academic medicine environment.

Professional experience

Representative examples of Kathleen's recent academic research engagement experience include:

- Led the development of a business plan for the creation of a second campus for a leading NCI-designated comprehensive cancer center. The final plan included details around clinical and research operations, organizational structure, faculty recruitment, research and clinical program plans, facility requirements, implementation milestones and timeline, budget and financial impact.
- Directed the development of an organizational framework, governance model, funds flow model, and business plan to manage the diversified portfolio of cancer services for a major research institution, its health system and NCI-designated comprehensive cancer center.
- Managed an assessment of the administrative structure and functions of the offices of SVP, health sciences and dean, school of medicine, identifying opportunities to consolidate or redesign administrative structure, roles and functions.
- Served as interim deputy director for CTSI core research services for leading research-intensive university, defining the role and identifying and implementing new organizational and operational improvement initiatives while a national search was conducted for the permanent deputy director.

Prior to joining Huron, Kathleen held several senior management positions, most recently as a director at PriceWaterhouseCoopers, where she was responsible for expanding the regional market for the firm's healthcare advisory services segment. She was a principal for ten years at CSC Global Health Solutions, where she led consulting projects for more than 25 medical schools and academic medical centers as well as numerous academic departments and practice plans, including:

- Strategic plan development and implementation
- Performance, organization and resource assessment
- Operations redesign and performance turnaround
- Financial planning, budgeting, and feasibility
- Physician compensation, integration, and alignment

Her project experience includes:

- Directed numerous strategy and performance improvement engagements for academic medical centers, research-intensive medical schools, and their academic departments. Efforts included program evaluation with associated sizing, growth, and closure plans; space planning and re-allocation methodologies; centralization and redesign of administrative and operational functions; growth initiatives, including physician and staff needs assessments and related faculty recruitment plans; and multi-year financial budgets and sensitivity modeling.
- Led multiple redesign initiatives for ambulatory and clinical services. Results included consolidation and re-allocation of clinical space, staff restructuring, service standardization, and re-design of faculty and academic medical center professional services arrangements.
- Evaluated and designed faculty compensation plans at both the enterprise and specialty levels, with emphasis on aligning incentives and setting clear performance and risk / reward expectations.

Education

- Master of Business Administration, Darden Graduate Business School, University of Virginia, Charlottesville, Virginia
- Bachelor of Arts, French Literature, Lawrence University, Appleton, Wisconsin

Professional associations

- Member, American College of Healthcare Executives (ACHE)
- Member, Medical Group Management Association (MGMA)