

KATY REED

Senior Director of Healthcare Strategy

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Current Responsibility

Katy Reed is a senior director of healthcare strategy at Milliman with over 15 years of experience. She joined Milliman in 2023. Katy's focus is on strategy and business advisory services for hospitals, health systems, medical groups, and other provider organizations.

Professional Work Experience

Katy has worked with clients across the country, ranging from small critical access hospitals to large health systems on a wide variety of programmatic initiatives. Her experience as a healthcare management consultant includes:

- Organizational and programmatic strategy
- Business plan and new program development
- Market assessments and demand analyses by specialty, market, and/or service area
- Provider network planning
- Financial services, e.g., feasibility studies, financial projections
- Compensation and productivity benchmarking and plan design
- Hospital and physician partnership planning, design, and negotiation

Katy enjoys using and developing data analytical tools to help clients enhance patient care while accounting for capital constraints and evolving care delivery models. Example projects include:

- Helping a large national health system understand its current and future patient demand for healthcare services through the development of a successful, more consistent provider network strategy
- Negotiating and designing a hospital-hospital joint operating agreement for their combined cardiovascular and neuroscience service lines; required developing a financially integrated service line and funds flow model, as well as a detailed set of financial projections to determine the optimal ownership structure
- Developing a new primary care concierge model for a large medical center's employees and patients

- Developing a multispecialty provider compensation plan for a critical access hospital transitioning to a new value-based payment model
- Preparing a detailed business plan and set of financial projections for the approval of a new liver transplant program

Education

- BA, Biology, University of Texas at Austin
- MBA, Strategy and Finance, Foster School of Business

Presentations and Publications

"Will Amazon's Acquisition of One Medical Force Health Systems to Reinvent Their Primary Care Delivery?" ECG Blog, July 2022.

"Developing an Integrated Approach to Workforce Planning and Physician Network Design." ECG Whitepaper, October 2021.

"Collaborating to Realize the Value of Clinical Service Line Partnerships." The Governance Institute, April 2021.

"Collaborating to Realize the Value of Your Rural Hospital." The Governance Institute, April 2021.

"Cardiac Catheterization in the ASC: Strategic Considerations for Hospitals/Health Systems." Becker's Hospital Review, July 2020.

Affiliations

- Member, Healthcare Financial Management Association
- Member, American College of Healthcare Executives