

# ELIZABETH WALLACE WOODCOCK, DrPH, MBA, FACMPE, CPC

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## EDUCATION

- Dr.P.H. Bloomberg School of Public Health, Johns Hopkins University. *Health Policy and Leadership*. 2021.
- M.B.A. The Wharton School of Business, University of Pennsylvania, Philadelphia, Pennsylvania, Health Care Systems and Entrepreneurial Management, 1999.  
*Robert D. Eilers Award for Innovation and Service in Health Care (1999), Dean's Spirit Award (1998), Dean's Service Award (1999).*
- B.A. Duke University, Durham, North Carolina, Comparative Area Studies, 1991.  
*Phi Beta Kappa, summa cum laude, Dean's List with Distinction all semesters.*

## EXPERIENCE

- Adjunct Assistant Professor, Rollins School of Public Health (Health Policy and Management – “Healthcare Strategy” [Capstone] and “Outpatient Management”[Elective]), Emory University, 2018-Present
- Founder and Executive Director, Patient Access Collaborative, 2011-Present
- Interim Vice President of Patient Access, The Emory Clinic, 2018
- Speaker, Consultant, and Author, Woodcock & Associates, 2004-Present (Certified as a Women-Owned Small Business by the U.S. Women's Chamber of Commerce in 2017)
- Independent Consultant, Medical Group Management Association, Englewood, CO, 1996-2007
- Director of Knowledge Management, Physicians Practice, Inc., Glen Burnie, Maryland, 2000-2004
- Group Practice Services Administrator, University of Virginia Health Services Foundation, Charlottesville, Virginia, 1992-1997
- Senior Associate, Health Care Advisory Board, Washington, D.C., 1991-1992

## PROFESSIONAL CERTIFICATIONS AND ASSOCIATIONS

- Fellow (1995-present); Member, Board of Directors (2000-2003); Professional Papers Committee (1997-2000; 2007-2012 –Grader/Team Leader; 2012-2013-Chair); American College of Medical Practice Executives
- Certified Professional Coder (2004-present); American Academy of Professional Coders
- Member, Medical Group Management Association, 1992-present
- Member, Advisory Board, Medscape, 2009-present
- Member, Board of Directors (1999-2002) Health Care Alumni Association; Volunteer, Office of Admissions (1999-2015); The Wharton School of Business

## PERSONAL

- Place of Birth: Fort Worth, Texas
- Marital Status: Married, Richard J. Woodcock, Jr., M.D.  
*Chair, Duke University Atlanta Metro West Alumni Admissions Advisory Committee (2013-current); Honored with the 2017 “DukeForever” Award for Alumni Contributions*
- Mother of Three Children; Scuba Diver; avid CrossFit participant*
- Member, Atlanta Technology Angels*

**PUBLICATIONS** presented on the following pages.

## **PUBLICATIONS**

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### **Books and Chapters**

Lead Author, The Well-Managed Ambulatory Practice, Springer Publishing, 2022.

Lead Author, Patient Access: Tools and Strategies for the Medical Practice, 2018.

Author, Front Office Success: How to Satisfy Patients and Boost the Bottom Line: Second Edition, 2017.

Author, Patient-Centered Medical Home Policies & Procedures Guidebook, 2013, 2014, 2017, 2019, 2021 (*Revised based on NCQA recognition criteria*).

Author, Operating Policies and Procedures Manual for Medical Practices: Fifth Edition, 2016.

Author, Patient-Centered Specialty Practice Policies & Procedures Guidebook, 2016.

Lead Author, The Physician Billing Process: Avoiding Potholes in the Road to Getting Paid: Third Edition, 2015.

Co-Author, "Marketing: Understanding the Modern Patient and Consumer," Chapter in The Basics of the Business of Medicine, Springer Publishing, 2015.

Author, Mastering Patient Flow to Increase Efficiency and Earnings: Fourth Edition, 2014.

Author, Patient-Centered Specialty Practice Policies & Procedures Guidebook, 2014.

Lead Author, It's Your Call: Take Charge of Your Telephone, 2013.

Author, Front Office Success, 2010.

Lead Author, Operating Policies and Procedures Manual for Medical Practices: Fourth Edition, 2010.

Lead Author, The Physician Billing Process: Avoiding Potholes in the Road to Getting Paid: Second Edition, 2009.

Author, Mastering Patient Flow to Increase Efficiency and Earnings: Third Edition, 2009.

Lead Author, Operating Policies and Procedures Manual for Medical Practices: Third Edition, 2006.

Lead Author, "Practice Benchmarking", Chapter in Physician Practice Management: Essential Operational and Financial Knowledge, Jones & Bartlett, January 2005; 2013 Revision.

Co-Author, The Physician Billing Process: Avoiding Potholes in the Road to Getting Paid: Optimizing Revenue in Your Medical Practice, 2004.

Author, Mastering Patient Flow to Increase Efficiency and Earnings, Second Edition, 2003.

Co-author, Operating Policies and Procedures Manual for Medical Practices: Second Edition, 2002.

Author, Mastering Patient Flow to Increase Efficiency and Earnings, 2000.

Co-author, Operating Policies and Procedures Manual for Medical Practices, 1999.

### **E-mail Newsletters**

"SVMIC Practice Management Advisor", bi-monthly newsletter on practice management issues, 2005 to present, audience of 5,000 subscribers. Published by SVMIC and Woodcock & Associates.

Quarterly contributor, Lead article, “Advancing Practice Performance” by GE Healthcare, 2005 to 2010.

“Physicians Practice Pearls”, weekly e-mail newsletter on practice management issues, 2000 to 2006, audience of 20,000 subscribers reaching over 100,000 physicians. Published by Physicians Practice Inc.

## White Papers

*(Examples only; 25 published to date)*

“Contact Centers,” sponsored by *Sutter Physician Services*, “Meaningful Use”, sponsored by *Sage*; “Patient Portals”, sponsored by *IntuitHealth*; “Seven Steps to Improve your Revenue Cycle”, sponsored by *Navicare*; “Business Office Automation”, sponsored by *Navinet*; “Collections”, sponsored by *MediRevv*.

## Articles

Author, Barriers and Facilitators to Automated Self-Scheduling: Consensus from a Delphi Panel of Key Stakeholders, [Perspectives in Health Information Management](#), Winter 2022 Issue.

Author, [Barriers to and Facilitators of Automated Patient Self-scheduling for Health Care Organizations: Scoping Review](#), Journal of Medical Internet Research, 2022;24(1):e28323) doi: 10.2196/28323

Author, [The Influence of the Scheduling Horizon on New Patient Arrivals](#), [Journal of Ambulatory Care Management: July/September 2020 - Volume 43 - Issue 3 - p 221-229](#). doi: 10.1097/JAC.0000000000000334.

Author, Disappointed Docs Say: MIPS Is Not Worth It! [Medscape Business of Medicine](#), August 2019.

Author, No Easy Access: Is Failure Embedded in Our Current System? [Group Practice Journal](#) (AMGA), October 2018.

Author, Healthcare Financing is the Next Mortgage Fiasco, [Medical Economics](#), July 2018.

Author, monthly practice management column, “PRACTICE Advantage Pulse”, published exclusively for neurosurgeons, neurologists and pain management physicians by [Medtronic](#), 2005 to 2017. (96 articles).

Co-Author, Patient Access Metrics in the Ambulatory Enterprise, [Management in Healthcare](#), Volume 2/Number 2 (Fall 2017).

Co-Author, Itinerary-based Scheduling: Improving Velocity to Treatment, [MGMA Connection](#), October 2017.

Author, Out-the-Box Access: Transforming the Patient Ambulatory Experience, [Group Practice Journal](#) (AMGA), March 2017.

Co-Author, Abandoning Business as Usual, [MGMA Connection](#), October 2015.

Author, Patient Access: Best Practices in the Ambulatory Enterprise, [Group Practice Journal](#) (AMGA), July 2015.

Co-Author, IPAs: Joining Forces to Retain Independence, [Medical Economics](#), April 2015.

Creating and Maintaining an Employee Benefits Package, [Medical Economics](#), January 2015.

Streamlining Your Practice, [Medical Economics](#), January 2015.

Don't Rush the EHR Selection Process, [Medical Economics](#), November 2012.

Meaningful Use Stage 2 Rules up the Ante for EHR Incentive Program, [Medical Economics](#), October 2012.

Monthly practice management column and weekly blog, [Dermatology Times](#), 2005 to 2013.

Make Outsourcing Work Optimally for You and Your Medical Practice, [Medical Economics](#), September 2012.

Co-Author, "Don't be Deceived by Billing Metrics", MGMConnexion, April 2012.

Author, Time of Service Collections, Medical Economics, October 2011.

Co-Author, "Removing Roadblocks – and Improving Patient Care", Family Practice Management, Sept/Oct 2011.

Co-Author, "Denial Management", Radiology Business Management Association, Fall 2009.

Co-Author, "Optimizing Your Greatest Asset—Your Time", Soapmnews [a publication of the American Academy of Pediatrics], Fall 2009; published again in Medical Economics, April 23, 2010.

Co-Author, "Toward the Efficient Medical Practice: Physician Gaining Greater Patient Satisfaction through Process Changes", Press Ganey Associates White Paper, February 2009.

Author, "Preventing Fraud in Medical Groups", Group Practice Journal [American Medical Group Association], Oct 2008.

Co-Author, "A Physician's Due", HFMJournal [Journal of the Healthcare Financial Management Association], July 2008.

Author, "Optimizing Resources through Business Office Staff Redesign": White Paper, UHC/AAMC Faculty Practice Solutions Center, February 2007.

Author, "Patient Collections: The Next Frontier": White Paper, UHC/AAMC Faculty Practice Solutions Center, Feb 2007.

Author, "Total Account Ownership", MGMConnexion, Jan 2007. **Finalist, 2007 Edward B. Stevens "Article of the Year."**

Author, "How to Divorce a Difficult Patient and Live Happily Ever After", OBG Management, July 2006.

Author, "The 10 Principles of Practice Efficiency", OBG Management, December 2005.

"Don't Leave Money on the Table", June 15, 2005, Published by IDX Systems Corporation and Woodcock & Associates.

Author, "Workers' compensation: A surprising new service line", MGMConnexion, January 2005. **Finalist, 2005 Edward B. Stevens "Article of the Year."**

Author, "Contracts: Who works for whom?", Physicians Practice, 2006.

Author, "Get your Billing Cycle Right", Physicians Practice, 2005.

Author, "Your Electronic Billing Office", Physicians Practice, 2005.

Author, "Billing for Physicals", Physicians Practice, August 2004.

Author, "Show Me the Money! Working Well with your Collection Agency", Physicians Practice, September 2003.

Author, "Payment Posting: The Check is in Your Bank Account – or Is It?" Physicians Practice, July/August 2003.

Author, "Getting a Grip on Your Phone Calls", Family Practice Management, September 2002.

Co-author, "Benchmarking the Billing Office", Journal of the Healthcare Financial Management Association, September 2002.

Co-Author, "E-Health: Promise or Peril? How to Make Solid Business Decisions about Investing in E-Health", MGMA Connexion (front cover), May/June 2002.

Author, "Profitability and Cost Management", Performance and Practices of Successful Medical Groups: 2001 Report, November 2001.

Author, "Better Performers Shatter Paradigms", Performance and Practices of Successful Medical Groups: 2000 Report, November 2000.

Author, "Managing the Revenue Cycle", Performance and Practices of Successful Medical Groups: 2000 Report, November 2000.

Co-author, "Resource Utilization in Medical Practices", MGMJournal, September/October 2000.

Author, "Using the Data You Already Have", Journal of Ambulatory Care Management, October 2000.

Co-author, "The Economics of Central Billing Offices", MGMJournal (front cover), May/June 2000.

Author, "Managing a Cost Effective and High Performance Business Office", MSO Performance Survey 2000.

Author, "Managing Your Appointment No-Shows", Journal of Medical Practice Management, May 2000.

Co-author, "Behind the Numbers: Revelations from Successful Medical Groups", Performance and Practices of Successful Medical Groups: 1999 Report, December 1999.

Author, "The Telephone: Managing Demand", Journal of Medical Practice Management, July/August 1999.

Author, "Models for Assessing Primary Care's Contribution to AHCs", MGMJournal (front cover), March/April 1999.

Author, "Developing and Sustaining a Better Performing Medical Practice", Managed Healthcare News, Summer 1999.

Featured Expert Contributor, "Accounts Receivable and Collections", Performance and Practices of Successful Medical Groups: 1998 Report based on 1997 Data, MGMA, January 1, 1999.

Featured Expert Contributor, "Mastering Your Appointment Book", www.betweenrounds.com, January/February 1999.

Author, "Cross-Industry Lessons for Re-engineering", MGM Update, May 15, 1998.

Author, "Conducting an Operations Audit", MGM Update, January 15, 1998.

Author, "Plan Ahead for a Smooth Closure of Your Practice", American Medical News, July 29, 1996.

Co-author, "How the New Teaching Requirements will Impact Operations", MGM Update, July 1996.

Author, "Academic Medical Centers and Community Primary Care Linkages", Primary Care Practice News, Summer 1995. Reprinted in the Academic Practice Assembly Matrix, Fall 1995.

Co-author, "A Medical Group Practice Imperative: The Practical Use of RVUs for Managing and Contracting", MGM Journal, Sep/Oct 1994. **Awarded the 1995 Edward B. Stevens "Article of the Year."**

Author, "University of Virginia: Serving the Needs of a Rural Market," AAMC GFP Notes, Fall 1994.

***Over 200,000 persons have attended live presentations, web telecasts, and audioconferences presented by Ms. Woodcock.***