

Robert J. Keane, Ph.D., LICSW

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EDUCATION

Doctorate of Philosophy in Social Work 2003
Boston College Graduate School of Social Work Chestnut Hill, Massachusetts
Dissertation Title: The Influence of Autonomy, Bureaucratization, Funding Source and Managed Care on Social Work Job Satisfaction

Master of Social Work 1987
Boston College Graduate School of Social Work Chestnut Hill, Massachusetts

Bachelor of Arts in Psychology 1980
College of the Holy Cross Worcester, Massachusetts

EXPERIENCE

Assistant Vice President for Program Development and Training July 2011 to present
Walden Behavioral Care Waltham, Massachusetts

- Responsible for the clinical, regulatory, and fiscal oversight of a 24 bed adult inpatient psychiatric unit and a 23 bed specialty eating disorders unit
- Chair of the organizations training committee which is responsible for the development and implementation of evidenced based programming across seven sites
- Developed an organization wide clinical training program and significantly expanded the internship training program
- Increased average daily census by twenty percent which increased revenue \$750,000 above budget target in one fiscal year
- Dramatically improved coordination of admission and discharge systems and implemented an effective utilization review system
- Member of the Senior Executive Team during a period of rapid growth and expansion

Boston College Graduate School of Social Work
Part-Time Faculty

SW817: Health and Mental Health Policy 2009 to present
Instructor for a required survey course for second year students which explores developing trends in state, national and international health policy, practice, and funding

SW897 Planning for Health and Mental Health Services 2010 to 2012
An elective course for second year students focusing on program development, implementation and budgeting

**Vice President for Ambulatory and Clinical Services
Eliot Community Human Services**

2008 to 2011
Lexington, Massachusetts

Responsibilities:

- Administrative lead for three community based behavioral health centers that provide a continuum of behavioral health services to children, adolescents, and adults. Services include three high volume outpatient clinics, a 24 hour Emergency Services Program/Crisis Team, Crisis Stabilization Unit, Adult Day Treatment program, a Family Stabilization Team, and other community based services
 - Developed a multi-disciplinary leadership team with a focus on quality clinical programming and fiscal management
 - Awarded a contract from a statewide procurement for a Community Services Agency and successfully implemented key components to the Children's Behavioral Health Initiative
 - Team lead for the development of an innovative Emergency Services Program program procurement that was awarded a 4.5 million dollar contract
 - Developed and implemented program specific dashboard to monitor critical utilization, fiscal, and quality indicators
 - Developed and implemented an incentive based model for hiring outpatient clinicians which resulted in a committed group of clinicians and significantly increased clinic revenues

**Deputy Commissioner for Clinical and Professional Services
Department of Mental Health**

2003- 2008
Commonwealth of Massachusetts

Responsibilities:

- Direct accountability for all Departmental policy development and statewide implementation
- Oversight of all aspects of departmental research activities including development of an annual research agenda, review of all proposed research activities, the Central Office Research Review Committee, and two state funded Centers for Research Excellence
- Co-principal investigator for the SAMHSA State Infrastructure Grant to Reduce and Eliminate the Use of Seclusion and Restraint which resulted in a 53% reduction in the use of seclusion and restraint over a three-year period in the 850-bed state hospital system
- Departmental liaison to the Executive Office of Health and Human Services which included serving as the interim lead for the MassHealth Behavioral Health Unit for the Department of Medicaid
- Licensing and monitoring 70 inpatient psychiatric units and intensive residential treatment programs
- Oversight of the DMH Psychiatric Residency and Psychology Internship Training Programs

Accomplishments:

- Developed and implemented statewide policy and accompanying state regulation which dramatically changed the use of seclusion and restraint in psychiatric hospitals. These regulations are widely recognized as a national best practice model
- Created an innovative procurement of two Centers for Research Excellence which significantly revised program specifications to increase consumer participation in setting an annual research agenda and developed a statewide reporting mechanism which brought new research to the field for implementation
- Chair of the High Risk Workgroup with the MassHealth managed care entities which developed a system for tracking the prescribing of psychotropic medication to very young children and

implemented, in collaboration with an interdisciplinary team, a protocol for clinical review of these complex cases.

- Developed and implemented a Department-wide quality infrastructure which utilized a “Learning Collaborative” model of quality improvement. The initial project was successful in reducing readmission rates to acute-care facilities and has been identified as the first statewide behavioral health learning collaborative in the nation

**Regional Director, Metro Boston Region
Massachusetts Behavioral Health Partnership**

1998- 2003

Boston, Massachusetts

Responsibilities:

- Director of the Boston area behavioral health provider network and care delivery system for the behavioral health carve-out for Medicaid.
- Responsibilities included provider contracting and quality management of the region’s acute psychiatric hospital network and outpatient programs.
- Supervisor of six clinicians.

Accomplishments:

- Developed and implemented a highly successful outlier management program which effectively reduced length of stay in acute-care facilities while ensuring access and quality care.
- Reprocured all aspects of the \$4.6 million dollar Boston Emergency Services Team contract. Collaboratively developed a new program model that distinguished this team from others in the state as a distinct level of diversionary care. Highlights included increased programming for the dually diagnosed client, access to child and adolescent clinicians, ongoing staff training on the needs of the consumer, and an innovative data management system.
- Project lead for two revenue generating performance incentive teams
 - Whole Health Care Model for Homeless Individuals: This project developed a functioning outpatient behavioral health and substance abuse clinic within the largest day shelter for homeless men and women in Boston. The model specifically focused on integrating all aspects of care for this highly vulnerable population
 - Homeless Discharge Planning: Collaboratively developed best practice discharge strategies for homeless individuals in acute care settings. This model was successfully implemented in selected high volume sites.

**Program Director
Choate Health Management, Anna Jaques Child Psychiatry Program
Amesbury, Massachusetts**

1993-1998

Administrative and clinical leadership for the managed-care development of an inpatient child psychiatric unit, partial hospitalization program and respite service. Responsibilities included programmatic planning, budget development, marketing, contracting with payer groups, regulatory oversight and daily operations. Member of a company-wide quality improvement team that assessed behavioral health programs for level of service provision and customer responsiveness.

**Program Director
CHART House, Charles River Health Management**

1992-1993

Boston, Massachusetts

Managed budgetary, regulatory, and clinical components of a ten-bed, urban, residential treatment facility serving severely disturbed adolescents contracted through the Department of Mental Health

Participated in the development of additional behavioral health business which resulted in additional programming and significant additional revenues.

Assistant Program Director 1989-1991
Somerville Hospital Adolescent and Family Program **Somerville, Massachusetts**

Member of the management team responsible for the start up of a new psychiatric inpatient unit within a community hospital. Successfully managed within budget the hiring and training of all clinical staff members. Managed daily operations.

Developed a highly successful short-term assessment unit. Responsibilities included budgetary oversight, marketing, staff training and patient case coordination.

Adjunct Faculty Member
Boston University Graduate School of Social Work

Introduction to Social Work Practice

Assistant Program Director 1987-1989
Metropolitan Adolescent and Family Program **Waltham, Massachusetts**

Managed daily operations, budget, and programmatic coordination with the Department of Mental Health for a long-term adolescent inpatient unit. Developed policies and procedures, quality measures and treatment model

Comprehensive Therapist 1987-1988
Metropolitan Adolescent and Family Program **Waltham, Massachusetts**

Responsible for individual and family treatment in a long-term inpatient unit funded by the Department of Mental Health. Developed the adolescent group therapy program and supervised the internship training program. Member of the Administrative Policy Team

Clinical Social Work Internship Program 1986-1987
McLean Hospital **Belmont, Massachusetts**

Interdisciplinary team social worker on a generic, psychodynamically oriented inpatient unit and individual therapist for the Adult Outpatient Clinic. Performed family assessment and treatment for a variety of disorders. Co-led the weekly family issues group and adolescent therapy group.

Assistant to the Director of Continuing Education 1987
Boston College Graduate School of Social Work **Chestnut Hill,**
Massachusetts

Administrative Consultant 1986

Charles River Hospital

Wellesley, Massachusetts

Established a program of inservice education in psychiatric treatment for inpatient nursing staff

Milieu Counselor

1980-1985

Charles River Hospital

Wellesley, Massachusetts

Direct care member of the founding team of a successful short-term inpatient psychiatric treatment program for adolescents and their families. Responsible for coordinating and managing patient care, parent support group and adolescent group therapy

PRESENTATIONS, REPORTS AND TRAININGS:

Using Accelerated Resolution Therapy (ART) in the Treatment of Individuals with Eating Disorders. 4th Annual International Society of Accelerated Resolution Therapy Conference, Springfield, MA. October 6, 2018.

“Massachusetts: What New With You?” Legislative and Insurance Challenges for 2018. Panel discussant. Hotel Northampton, Massachusetts. March 29, 2018.

Certified in Accelerated Resolution Therapy (ART) through the Rosenzweig Center for Rapid Recovery, LLC., September 12-14, 2017.

Leadership in the Human Services: Proposing a New Model. A presentation to the staff at Catholic Charities, Boston Massachusetts, October 20, 2011 and at Boston College Graduate School of Social Work, Department of Continuing Education, November 20, 2015

Pilot study employing heart rate variability biofeedback training to decrease anxiety in patients with eating disorders: the launch of Journal of Eating Disorders Barbara Scolnick, David I Mostofsky and Robert J Keane Journal of Eating Disorders, 2:17 (03 Jun 2014)

A Conversation about Leadership, Social Work and the Future. Co-presenter at the Boston College Graduate School of Social Work, Continuing Education Series, June 21, 2012

Promising Practices in Behavioral Health Quality Improvement: Summary of Key Findings and Lessons Learned, with Coleman, M., Hedberg, S., Hurwitz, D., Lucas, B., Kinkaid, L. Strother, H., January 2007

The Crisis in Acute Care, Focus Group Meeting for the National Association of State Mental Health Program Directors, Washington, D.C., June 19 – 20, 2006

Implementing Integration: Bridging the Substance Abuse, Mental Health and Criminal Justice Systems, Fifteenth Annual Conference on State Mental Health Agency Services Research, Program Evaluation, and Policy, Baltimore, Maryland, February 6-8, 2005

Technical Expert Panel Meeting on Discharge Planning for Homeless Individuals, Health and Human Services, Washington D.C., February 19 & 20, 2004

Finding the Perfect Match: Developing a System of Care for Children and Families, American Orthopsychiatric Conference, April 30, 1994

Fostering Self Esteem: A Mental Health Providers' Approach, Amesbury Health Center, October, 1994

Responding to the Challenge and Opportunities of Managed Care: Providing Quality Care for Children and Families, Seventy Third Annual Meeting of the American Orthopsychiatric Association, Boston, Massachusetts, May 1996

Clinical Decision Making in Managed Care, Training Institutes: Developing Local Systems of Care in a Managed Care Environment for Children and Adolescents with Serious Emotional Disturbances, Traverse City, Michigan, June, 1996

PUBLICATIONS

The Massachusetts behavioral health program Year 5: Transition to a new managed care organization. (1999) Beinecke, R. H., Symanzick, M., Keane, R. J., Casey, D., Administration and Policy in Mental Health 26(5), 313-327.

HIV/AIDS and Mental Health: An Annotated Bibliography, (1987), Lynch, V., Lloyd, G. A., Fimbres, M. and Keane, R. J. Project funded by a grant from the National Institute for Mental Health

LICENSURE

Licensed Independent Clinical Social Worker

Commonwealth of Massachusetts