



CATHERINE KEYES

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Catherine A. Keyes, Vice President of Operations. Catherine has been with Affiliated Monitors for more than 15 years, during which she has monitored clients in both the healthcare and corporate sectors. Her healthcare work has ranged from monitoring conditions of hospital conversions and licensure of free-standing emergency health centers to monitoring of individual practitioners: dentists, chiropractors, physical therapists, medical and osteopathic doctors. She developed many of the tools AMI uses for monitoring healthcare practitioners and small practices. In the corporate sector, Catherine has participated in ethics and compliance assessments of domestic as well as international corporations in the areas of telecommunications and government contracting and has monitored entities in higher education, energy, construction, retail and multi-level marketing.

Catherine met Affiliated Monitors staff in 2004, while serving as Executive Director of six professional licensing boards for the Commonwealth of Massachusetts. With a very active Chiropractic Board, in particular, she saw both sides of the oversight challenge: providers struggling to understand and follow the law, and licensing boards constrained by limited disciplinary options and resources. Catherine found that, by bringing a high level of professionalism to the compliance monitoring model, Affiliated Monitors allowed the licensing boards to focus on remedial education and settle appropriate cases.

Subsequently, Catherine was appointed Chief Deputy Registrar for Massachusetts' Registry of Motor Vehicles. Here, as before, she was struck by the complexity of the laws affecting individuals and businesses, even as she and her staff tried to write clear and concise regulations. She again saw the benefits of providing compliance tools to businesses and of structuring systems for monitored accountability from vendors.

Catherine started her legal career with a medical malpractice insurer, where she focused on loss prevention and education. She has authored and edited articles on subjects including mandatory reporting requirements, e-mail and Internet medicine, and interdisciplinary mental health care management. Catherine also wrote a series for the *International Journal for Quality in Health Care*, using medical malpractice case studies to illustrate legal and risk management principles; these and her other works are notable for their clear and practical advice.

Catherine's other professional endeavors have included teaching Health Law in the Bentley College paralegal program, serving as general counsel to a start-up patient safety software company, and consulting on HIPAA compliance. She was a board member and former president of the Massachusetts Society for Healthcare Risk Management.