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Andrew T. Duncan

MBA • DPT • ATC • PhD Candidate

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EXECUTIVE PROFILE

Dynamic Healthcare Executive and Doctor of Physical Therapy with 35 years of healthcare experience, including 26 years of leadership within premier academic medical centers. Currently serving as Vice President, Musculoskeletal Service Line and Chief Administrative Officer for the Department of Orthopedic Surgery at Duke University Health System, following executive leadership as Chief Operating Officer of Orthopaedic Surgery at Penn Medicine, where I oversaw the nation's #1 NIH-funded orthopaedic research lab, and with experience managing complex \$400M+ revenue streams. PhD Candidate specializing in AI-driven operational efficiency, with a proven track record of bridging clinical excellence and enterprise-level financial performance.

PROFESSIONAL EXPERIENCE

Vice President, Musculoskeletal Service Line & Chief Administrative Officer, Department of Orthopedic Surgery

Duke University Health System / Duke Health Durham, NC 2026–present

Lead administrator responsible for advancing the strategic, operational, and administrative excellence of Duke Health's musculoskeletal services and the Department of Orthopedic Surgery. This dual role integrates oversight of clinical care, research, education, and operations across a 23-site ambulatory network, reporting to the Senior Vice President, Ambulatory Services and Physician Practices and the President of Acute Care Services, in a dyad relationship with the Clinical Vice President and the Chair of Orthopedic Surgery.

Chief Operating Officer, Department of Orthopaedic Surgery

Penn Medicine (University of Pennsylvania Health System) Philadelphia, PA 2023–2026

Operational and administrative leadership of the nation's #1 NIH-funded orthopaedic research department. Co-developed new clinical compensation models and APP incentive plans. The Department includes 73 orthopaedic surgeons and research faculty, 42 mid-level providers, and 135 FTE clinic staff. The McKay Research Lab ranks among the top 5 NIH-funded orthopedic labs nationally (#1 in 2024). Official Orthopaedic Provider for the Philadelphia 76ers, Flyers, Union, and US Squash.

Committees: CPUP Finance Committee · CPUP Compensation Committee · CPUP Managed Care Contract Advisory Committee · UPHS Funds Flow Strategic Growth Committee · Co-Chair, Department Compensation Committee · Department Resource Utilization Committee.

Executive Director, Musculoskeletal Center and Service Line

University of Chicago Medicine Chicago, IL

2019–2020

Physician-in-Chief dyad leadership of the UChicago Medicine Musculoskeletal Center and system-wide service line, responsible for strategic oversight of operational, financial, patient experience, and clinical outcomes.

Chief Administrative Officer & Vice Chair for Administrative Affairs; COO, Orthopaedics and Sports Medicine Institute (OSMI)

University of Florida / UF Health Gainesville, FL

2012–2023

Led a 50-surgeon, 200+ staff multi-specialty orthopaedic practice with 140,000 annual physician clinic visits and over 10,000 surgical cases. Department budget of \$38.5M.

Also served as **Executive Director, PT/OT Services** (2012–2018): 14 cost centers, 12 locations, 300,000 patient visits annually, 200 FTE.

Also served as **Executive Director, UF Health-Shands Radiology Services** (2014–2017): 50 Radiologists, 300 FTE, 14 cost centers, 450,000+ annual studies. Oversaw \$400M in revenue and \$47.5M in expense budgets.

Selected accomplishments: Established a 7-day orthopaedic urgent care/walk-in program; established a DMEPOS brace program generating >\$650K net profit in its inaugural year; established UF Health Athletic Training outreach covering 30+ high schools in five counties.

Associate Administrator University of Rochester Medical Center Rochester, NY

2007–2012

Administrative leadership of the Department of Orthopaedics & Rehabilitation hospital-based programs including Sports Rehabilitation, Spine Rehabilitation, Athletic Training outreach to 20 high schools, Performance Enhancement, Hand Rehabilitation, and Orthotics & Prosthetics. Management across six locations; 40 faculty and 85 clinical professionals.

Chief, University Sports Medicine Physical Therapy & Sports Rehabilitation**University of Rochester Medical Center** Rochester, NY

2000–2007

Administrative and clinical leadership of the Department Sports Rehabilitation. Directed educational and research activities. Responsible for 35 FTE including recruitment, retention, and training.

Inpatient Physical Therapist (Per Diem) Highland Hospital Rochester, NY

2007–2011

Evaluation and treatment of medical, med-surg, orthopaedic, and bariatric patients.

Manager, Center Operations Select Medical / NovaCare / ProActive Therapy

Raleigh-Durham-Chapel Hill, NC

1997–2000

Managed operations across multiple disciplines for six outpatient therapy services offices in the Triangle area and Home Health.

Administrator HealthSouth Corp. Raleigh-Durham-RTP, NC

1995–1997

Managed operations for five outpatient rehabilitation offices in the Triangle area.

Graduate Study University of North Carolina at Chapel Hill Chapel Hill, NC

1993–1995

Clinic Administrator Sports and Orthopedic Rehabilitation Services, P.A. Palm Harbor, FL

1992–1993

Physical Therapist, Sports Medicine Clinic F.F. Thompson Hospital Canandaigua, NY

1991–1992

INDEPENDENT PROJECTS & INTELLECTUAL PROPERTY**Founder Junto Analytics, LLC**

2025–present

Founded an analytical platform focused on commercial healthcare pricing and physician compensation, drawing on federally mandated price transparency data (Hospital Price Transparency and Transparency in Coverage filings) to address information asymmetry in physician contracting. Junto integrates commercial reimbursement data with physician compensation analysis through the wRVU framework.

Built proprietary data acquisition infrastructure for HPT and TiC data; designed and validated empirical methodology connecting commercial reimbursement to physician compensation;

PROFESSIONAL LICENSURES & CERTIFICATIONS

Real Estate Investing & Analysis Certificate — Wharton, University of Pennsylvania (2024)

Licensed Physical Therapist — Florida

APTA Board Certified Clinical Specialist: Sports Physical Therapy (2002–2022)

NATABOC Certified Athletic Trainer

NCSA Certified Strength and Conditioning Specialist

Licensed Athletic Trainer — Florida

American Heart Association CPR Certified

EDUCATION

PhD Candidate, Business Administration

Florida Atlantic University, College of Business

Boca Raton, FL

2024–2027

Dissertation: *Operating Room Efficiency: The Role of Simulation and AI-Enhanced Scheduling to Optimize Utilization.*

Doctor of Physical Therapy (DPT)

Boston University, Sargent College of Health and Rehabilitation Sciences

Boston, MA

2013

Master of Business Administration (MBA)

University of Rochester, William E. Simon Graduate School of Business Administration

Rochester, NY

2005

Executive Programs – Certificate in Health Care Leadership (2003)

Master of Science, Human Movement Science

University of North Carolina at Chapel Hill, Department of Allied Health Sciences

Chapel Hill, NC

1998

Bachelor of Science, Physical Therapy

State University of New York at Buffalo

MEMBERSHIPS & LEADERSHIP

Member, American College of Healthcare Executives

Member, Academic Orthopaedic Consortium — Annual Conference Planning Committee (Fall 2016, 2017, 2018)

Member, American Physical Therapy Association

Member, National Athletic Trainers' Association

PUBLICATIONS

1. Duncan, A.T. *Physician Compensation: A Comprehensive Guide*. Junto Analytics, LLC. Manuscript completed; planned self-publication, ISBN pending.
2. Gray CF, Prieto HA, Duncan AT, Parvataneni HK. Arthroplasty Care Redesign Related to the Comprehensive Care for Joint Replacement Model: Results at a Tertiary Academic Medical Center. *Arthroplasty Today*, March 22, 2018.
3. Establishing an Orthopaedic Urgent Care/After Hours/Weekends/Walk-In program. *Academic Orthopaedic Consortium Newsletter*, Spring 2016.
4. Houck J, Duncan A, De Haven K. Knee and Hip Angle and Moment Adaptations during Cutting Tasks in Subjects with ACL Deficiency Classified as Non-Copers. *J Orthop Sports Phys Ther*. 35(8), August 2005.
5. Houck JR, Duncan A, DeHaven KE. Comparison of frontal plane trunk kinematics and hip and knee moments during anticipated and unanticipated walking and side step cutting tasks. *Gait Posture*, 2005.
6. Duncan AT. Considerations in Pediatric Sports Medicine. *Sports Medicine Update*. Summer, 1994.
7. Duncan AT. Closed Kinetic Chain Exercise. *Sports Medicine Update*. Fall, 1994.

RESEARCH

Operating Room Efficiency: The Role of Simulation and AI-Enhanced Scheduling to Optimize Utilization

PhD dissertation, Florida Atlantic University – in progress

Predictors of Fall Risk in Adults Aged 40–69: An Analysis of NHANES 2001–2002 and 2021–2023 Cycles

In progress

Greater Rochester Health Foundation Community and Preventative Medicine Grant

Non-contact ACL injury rates in female high school athletes at 38 Monroe County high schools (PEP program). Awarded 2008 (\$300,000); renewed 2011.

Excellus Blue Cross Blue Shield Community Grant

Non-contact ACL injury rates in female high school athletes at 12 local high schools. Awarded 2006 (\$5,000 pilot).

Association of Spatio-Temporal Measures of Expected and Unexpected Turns with Clinical Measures of Subjects that are ACL Deficient

Past project involvement

Comparison of Lower Extremity Kinematics and Kinetics of ACL Deficient and Healthy Subjects during different Cut Tasks. Houck, J., DeHaven, K., Duncan, A.

Past project involvement

TEACHING & SEMINARS

Adjunct Clinical Lecturer — PT824: Management & Leadership Principles in a PT Setting
Arcadia University, Department of Physical Therapy

2025–present

Adjunct Clinical Lecturer — PHT 6527 & 6530 (Professional Issues); PFF (Interdisciplinary Family Health)

University of Florida, Department of Physical Therapy, College of Public Health and Health Professions

2014–2026

DPT Admissions Committee (2017–2019, 2024–2026); DPT Student Mentor; Equal Access Clinic Clinician Volunteer (2013–2023).

SELECTED INVITED TALKS

- Primer on Health Care Finance, AMC's, and Orthopaedic Surgeon Compensation. Department of Orthopaedic Surgery Rounds, Philadelphia, PA. July 2024.
- Value-Based Care / Bundled Payments: CJR and Patient Reported Outcomes. Academic Orthopaedic Consortium Fall Conference, Miami, FL. 2016.
- Establishing an Orthopaedic Urgent Care/After Hours/Weekends/Walk-In program. Academic Orthopaedic Consortium Fall Conference, Charleston, SC. 2015.
- Current Concepts in Shoulder Rehabilitation. New York State Athletic Trainers Association Annual Meeting, Rochester, NY. June 2005.
- Emergency Considerations in Sports Medicine. North Carolina Family Nurse Practitioner Fall Meeting, Raleigh, NC. September 1998.
- Considerations in Pediatric and Adolescent Sports Medicine. St. Lawrence Institute of Greater Learning, East Lansing, MI. August 1995.

This is a web-safe CV. Personal contact information, credential numbers, and license numbers have been omitted. Inquiries via [LinkedIn](#).