

Susan R. Kiley

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Qualifications/Skills

- 25 years healthcare experience.
- Results oriented health system experience in:
 - Managed care negotiations (for hospitals and physicians);
 - Physician employment;
 - Clinical integration;
 - Managing physician practice financial, operational and business services.
- Recognized for expertise in healthcare reform reimbursement methodologies, including:
 - Performance incentives;
 - Bundled payments;
 - Patient centered medical homes;
 - Capitation/population management.
- Served on hospital boards and participated in development of their strategic plans.
- History of working as key member of senior management team.
- Strengths include a focus on results, analytical skills, navigating organizational politics, and technology management.

Experience

2012 - Present

Encore Health Resources, Houston, TX Solutions Executive

- Serves as the clinical integration, physician practice management, payer and hospital operations subject matter expert; serves in an advisory role to facilitate effective health analytics software/business solutions.
- Participates in organizational performance improvement efforts, which has involved identifying industry trends and developing appropriate organizational responses.
- Leverages extensive operational expertise to help physicians and hospitals develop strategies.

2003 - 2012

St. Luke's Episcopal Health System/Texas Heart Institute, Houston, TX Group Vice President and Chief Managed Care Officer

Key System Facts:

- 6 hospitals. Texas Medical Center based tertiary teaching hospital; five community hospitals; four are joint ventures.
- 750 physician IPA; PHO; 3 emergency centers; an outpatient diagnostic and treatment facility; joint venture cardiac catheterization and endoscopy centers; 3 PET imaging facilities.
- \$1.1 billion annual facility net revenue; 1,094 beds; 5,036 employees.
- Listed in U.S. News & World Report top ten cardiovascular facilities for twenty consecutive years; first hospital in Texas to be designated a Magnet hospital for nursing excellence; primary adult teaching facility for Baylor College of Medicine. Named on FORTUNE magazine's list of "100 Best Companies to Work For".

Main Responsibilities:

- Managed Care Services, Physician Network Development, Physician Referral Service, the St. Luke's Independent Practice Association and Physician Hospital Organization, Clinical Integration, International Business Development and Operations, 3 physician employment vehicles and 3 joint ventures. Operationally, the staff totaled 100 with \$9 million in expenses. The portfolio was worth several hundred million dollars in net revenue.
- Negotiated and managed facility and physician managed care contracts.
- Developed and implemented Clinical Integration Program and executed managed care contracts for 550 physician St. Luke's Clinically Integrated Providers.
- Recruited primary care and multi-specialty physicians at multiple locations; managed their practices.
- Reignited International Business Development and Operations Program, with focus on emerging markets in the Middle East, Central and South America resulting in increased profitability of this significant portion of the system's bottom line.
- Managed 750 member IPA and PHO including operations, governance structure, delegated credentialing, medical malpractice insurance and electronic medical records selection.

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- Served on Employee Benefits task force focusing on redesign and vendor selection resulting in substantial savings to the system.
- Managed Physician/Hospital Joint Ventures with efforts that resulted in improved profitability:
 - Diagnostic Heart Center at St. Luke's;
 - 3 PET Imaging Facilities with ePlus Cancercare;
 - Texas International Endoscopy Center.
- Member, Board of Managers:
 - St. Luke's Patients Medical Center;
 - St. Luke's Hospital at the Vintage;
 - St. Luke's Sugar Land Hospital.
- Member, Payer Relations Business Development Council, University HealthSystem Consortium.

1997 - 2003

Bone and Joint Clinic of Houston, Houston, TX Executive Director

Main Responsibilities:

- Responsible for the financial and operational aspects of this 27 year-old seven physician orthopedic practice, including physical therapy and imaging.
- Replaced most vendors and updated financial controls, financial reporting, accounting firm and practices, personnel management, the health insurance and retirement plan, the practice management system, electronic medical records, managed care contracts, workman's compensation procedures, information technology, the partnership agreement, and the website.

1991 - 1997

St. Luke's Episcopal Health/Texas Heart Institute, Houston, TX Vice President

Main Responsibilities:

- Negotiated and managed facility managed care contracts for 864 bed tertiary care hospital.
- Developed 750 physician Independent Practice Association and Physician Hospital Organization.
- Directed International Portfolio.

1984 - 1991

CIGNA Healthplan of Houston, Houston, TX Director, Financial Planning and Analysis

Main Responsibilities:

- Directed pricing, underwriting, medical economics and operational analyses.

1981 - 1984

St. Luke's Episcopal Hospital/Texas Heart Institute, Houston, TX Director, Educational Resources

Education

University of Houston, Houston, TX

1987 Master of Business Administration, Finance

University of North Texas, Denton, TX

1978 Master of Science, Health Education

1976 Bachelor of Science, Health Education

Affiliations

2011 - Present

Fellow, American Leadership Forum

2011 - 2012

Volunteer, Brighter Bites

2000 - 2006

Member, The Post Oak School Board of Directors