

Susan R. Kiley, MBA, MS

Special Expertise

Susan has over 25 years of executive-level healthcare experience, joining Encore from her post as Chief Managed Care Officer and Group Vice President of an integrated health system. She has extensive experience in managed care negotiations, managing physician practices, Independent Practice Associations (IPAs) and Physician Hospital Organizations (PHOs) as well as the selection and implementation of physician Electronic Medical Records (EMRs) and payer management. She has also directed the integration and management of employed physicians. In addition, Susan created and led a Clinical Integration Program that resulted in improved quality, enhanced reimbursement for physicians and facilities, and enhanced physician hospital relations. And she has served on hospital boards and participated in development of their strategic plans.

Accomplishments

- Managed Care Negotiations and International Business Development
 - Directed managed care negotiations with 30 payers for services provided by St. Luke's; managed team recognized by Board for negotiating terms leading to a significant increase in system profitability.
 - Managed team negotiating international patient contracts with 15 governments and country-specific payers based in Mexico, Oman and Peru for hospital care in Houston; led to a significant increase in facility profitability.
- Physician Employment, Practice Management and Organizational Leadership
 - Recruited primary care and multi-specialty physicians at multiple locations for St. Luke's Episcopal Health System; recognized for persuading physicians to accept offer over two major hospital systems by emphasizing quality of care and nursing support team.
 - Managed orthopedic clinic for eight physicians; recognized for improving profitability of practice by negotiation more favorable contract terms and replacing most vendors; persuaded managing partner to support first financial controls in clinic history.
- Clinical Integration
 - Developed and implemented one of the first clinical integration programs in the country for 750 employed and independent physicians at St. Luke's; piloted program later used as a model by the Cleveland Clinic, Ohio Health and other systems.
 - Created data warehouse to combine clinical data; managed team researching vendors with software capable of handling data; selected vendor based on their ability to quickly implement an effective clinical integration system.
- Healthcare Reform Reimbursement
 - Constructed and implemented a profitable three party capitation program- between a large multi-specialty medical group, a payer and St. Luke's.
 - Developed system to track readmissions, surgical complications and qualifying reimbursements to increase payment from payers; presented recommendations to the St. Luke's Board and received support.

- Developed, implemented and negotiated contracts for the St. Luke's IPA's Patient Centered Medical Home.
- Pioneered development of bundled payments for cardiovascular care throughout her career at St. Luke's to ensure efficient care; recognized for negotiating with payers to support Dr. Cooley's vision of affordable care.

Positions

- Solutions Executive, Encore Health Resources, 2012 - present
- Chief Managed Care Officer and Group Vice President, St. Luke's Episcopal Health System/Texas Heart Institute, 2003-2012
- Executive Director, Bone and Joint Clinic of Houston, 1997-2003
- Vice President, St. Luke's Episcopal Health System, 1991-1997
- Director, Financial Planning and Analysis, CIGNA Healthcare, 1984-1991

Experience Highlights

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 with managed care negotiations and to develop strategies.

Group Vice President and Chief Managed Care Officer

- Oversaw Managed Care Services, Employed Physician Practices, Physician Network Development, Physician Referral Service, St. Luke's IPA and PHO, Clinical Integration, International Business Development and Operations, and three joint ventures with staff totaling \$80,000,000 and \$7,000,000 in expenses.
- Negotiated and managed facility and physician managed care contracts, with significant improvement in profitability.
- Developed and implemented Clinical Integration Programs, and executed managed care contracts for 550 physician St. Luke's Clinically Integrated Providers.
- Reignited International Business Development and Operations Program, with focus on emerging markets in the Middle East, and Central and South America resulting in increased profitability of this significant portion of the system's bottom line.
- Directed and managed 750 physician IPA and PHO, to include operations, governance structure, delegated credentialing, medical malpractice insurance, and electronic medical records.
- 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
 - Three PET Imaging Facilities with ePlus Cancercare
 - Texas International Endoscopy Center

Executive Director

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

Vice President

- Negotiated and managed facility managed care contracts for 950 bed tertiary care hospital.
- Developed and managed 750-physician member Independent Practice Association (IPA) and Physician Hospital Organization (PHO).
- Directed International Portfolio.

Director, Financial Planning and Analysis

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

Education and Certifications

- MBA, Master of Business Administration, Finance, University of Houston, 1987
- MS, Master of Science, Health Education, University of North Texas, 1978
- BS, Bachelor of Science, Health Education, University of North Texas, 1976

Professional Affiliations

- Fellow, American Leadership Forum
- Former Member
 - St. Luke's Patients Medical Center Board of Managers,
 - St. Luke's Hospital at the Vintage Board of Managers
 - St. Luke's Sugar Land Hospital Board of Managers
 - The Post Oak School Board of Directors