

Mary Kiger, M.A.

CAREER SUMMARY

A seasoned and versatile professional with over 25 years of progressive healthcare management and leadership responsibility. Enjoy fast-paced, entrepreneurial business environments and challenges that require exceptional strategic and business planning, organizational and program development, marketing, management and communication skills.

CORE COMPETENCIES

- Strategic, business and clinical service planning
- Outreach, affiliations and new business and program development
- Team building and management
- Marketing strategy and management
- Organizational development
- Talent recruitment and retention
- Program and process evaluation and improvement
- Project management
- Market analysis and research
- Brand identity and management
- Board relations and management
- Balanced scorecard and dashboard analyses

EXPERIENCE

- 10/13-Present Senior Associate Memphis, TN
Rea and Associates, Inc.
Provides management consultative services to healthcare clients in the areas of: market research, program development, strategic planning, marketing and brand strategy, outreach and affiliation management and physician recruitment
- 06/12-07/13 Vice President, Marketing and Business Development Brentwood, TN
Guardian Healthcare Providers, Inc.
Strategized, developed and implemented business development and sales and marketing programs consistent with Guardian's visions, values and growth objectives. Served as key member of management team. Targeted, acquired and retained corporate client base. Developed tools and presentations to convey Guardian's services and value proposition to decision makers. Oversaw all governmental account acquisition and management. Managed and directed business development team members.
- 09/09-6/12 Associate Director, Market and Business Development Nashville, TN
Vanderbilt-Ingram Cancer Center (VICC)
Spearheaded the development and execution of outreach strategies, goals and objectives for VICC. Developed and maintained positive relationships with regional hospitals and physicians. Managed and guided the implementation of cancer service line initiatives and strategies at a regional level. Provided leadership within the clinical enterprise by leading, innovating and improving existing and new programs. Identified, evaluated and developed program, merger/acquisition and affiliation proposals for consideration by senior management. Upon approval, led implementation of initiative and ensured appropriate hand-off to operational lead for maintenance of ongoing relationship. Continually evaluated competitive developments within cancer market/industry to identify possible opportunities for VICC.

- 09/07-08/09 Independent Consultant Nashville, TN
 Provided Windsor Health Group, Health Dimensions Group, YMCA and YWCA consulting services in: new program and product development and implementation; strategic communications planning; market research; and organizational effectiveness.
- 02/06-08/07 National Council on Aging (NCOA) Nashville, TN
 Regional Manager and Consultant, My Medicare Matters
 The My Medicare Matters (MMM) campaign provided education to over 210,000 individuals through 3,100 community education events in a period of six months. Managed all operational, promotional, and outreach activities for the Central Region (comprised of: Chicago, Los Angeles, Minneapolis, St. Louis, and Indianapolis) in order to maximize the education and enrollment of Medicare Beneficiaries in the Medicare Part D Plan. Subsequently retained by NCOA to evaluate and document the campaign's management and impact.
- 07/03-08/05 Sheltering Arms Physical Rehabilitation Center Richmond, VA
 Associate Vice-President, Strategic Planning and Business Development
 Developed/implemented the strategic planning process for the hospital and seven community-based clinics. Conducted local and industry analysis in support of strategic and tactical decisions. Created business and financial models depicting risks/rewards of current/future operating scenarios. Researched and initiated key strategic alliance opportunities. Led business and clinical service planning initiatives. Created management dashboard/scorecard reports. Key resource and support for Board of Directors. Oversaw development and approval of a strategic development plan and a strategic information technology plan. Managed \$1.5 million budget and staff for Marketing Department.
- 06/02-07/03 Brooks Adams Research Richmond, VA
 Director, Market Research
 Director of professional research firm specializing in senior living market research. Ensured the quality and integrity of all research designs, methodologies, tools, statistical analyses as well as report development and presentation. Managed research and telephone bank staff. Contracted by the National Council on Aging (NCOA) to work with Voluntary Hospitals of America (VHA) in the concept development and design of "Get Engaged" – a web-based program that encourages healthy aging in the population 45 years of age and older.
- 12/98 – 05/02 SeniorNavigatorSM Richmond, VA
 Director, Market Development (2000 – 2002)
 Responsibilities included development and implementation of community outreach programs (SeniorNavigatorsSM and SeniorNavigator Centers), market research, marketing, and relationship management of sponsoring organizations.
- Designed approach and process for securing community support for and involvement in SeniorNavigator.
 - Established and led regional steering committees in 14 service areas statewide.

- Conducted market research, product development, content identification, and website writing.
- Created and implemented first marketing communications plan for SeniorNavigator.
- Developed and implemented outreach programs including SeniorNavigators and SeniorNavigator Centers.
- Supported planning and management of all aspects of the organization including Board relations.
- Recruited key staff including the Manager of Community Training and Outreach, Fund Development Manager, Director of Marketing / PR, and Office Manager.

Consultant and Interim COO (1998 – 2000)

Responsibilities included all aspects of program conception, operational planning and early implementation of SeniorNavigator.

- Performed initial market research and feasibility analysis for the creation of SeniorNavigator.
- Designed product and implemented all aspects of SeniorNavigator on behalf of Virginia Health Care Foundation.
- Managed daily operations of organization including all aspect of website design, management of contractors, vendors, administrative staff, and fiscal responsibilities.
- Supported the acquisition of \$250,000 in start-up capital.
- Developed and managed strategic alliances with AgeNet and AOL.
- Recruited key staff including the Executive Director and Director of Product Development.

01/91-08/98

Duke Health System

Durham, NC

Director, Market Development (1996-1998)

Responsibilities included: supervising 5 professionals; administering \$1.3 million budget; providing planning and marketing support for the Duke Health System.

- Developed business and marketing plans for the Health System's major service lines resulting in market share maintenance or growth in a highly competitive market.
- Developed mechanisms to evaluate the effectiveness of various promotional and advertising initiatives.
- Provided business development consulting to launch the Duke Aesthetic Center and the Duke Center for Integrative Medicine.

Director, Clinical Service Planning (1993-1995)

Responsibilities included supervising a staff of 2 professionals, administering a \$900,000 budget and providing strategic and business planning in support of new and existing clinical services.

- Established Duke Health System's clinical service planning function. Interdisciplinary approach encompassed operational, financial, marketing communication, affiliation, and fundraising sub-plan development.
- Created service line-specific market models to forecast volumes, market share, payor mix, and reimbursement.
- Developed strategic plans for the Duke Heart Center, the Comprehensive Cancer Center, Women's Services, Children's Health, and the Duke Comprehensive Center for Transplantation (list is illustrative only).

- Trained administrators and clinicians in business planning and marketing.

Affiliations Representative (1991-1993)

Responsibilities included new program development, planning, physician recruitment, and strategy development relative to affiliation relationships.

- Managed referral relations for five of Duke's top referral communities.
- Conducted joint strategic planning with each community, resulting in the identification of clinical service development needs.
- Facilitated new program development (including outreach clinics, mobile and fixed cath lab programs, cardiac surgery services, and telemedicine programs).
- Coordinated three new physician recruitments resulting in significant and sustained referral volumes to Duke Medical Center.
- Implemented CME programs tailored to the needs of each referral community.

01/86-04/87

The Ochsner Medical Institutions

New Orleans, LA

Executive Assistant to the President / Planning Associate (1986-1987)

Responsibilities included monitoring legislative and regulatory developments, speechwriting and presentation support for the President, and clinical business and market planning.

- Handled special projects for the Foundation President, including preparation of speeches and presentations.
- Provided strategic, programmatic, and operational planning for the Alton Ochsner Medical Foundation and Clinic.
- Staffed the Joint Policy Committee for the Hospital and Clinic, prepared feasibility analyses and policy recommendations.
- Conducted Ochsner's first in-depth analysis of its clinical service lines.
- Prepared competitive analyses and Certificate of Need (CON) applications.
- Served as liaison with the Department of Marketing and Public Affairs.

Health Care Legislative and Policy Analyst (1985-1986)

- Prepared "Impact Analyses" of state and federal legislative/regulatory initiative for the Executive Board of Directors.
- Conducted budgetary analyses and briefs for the President.
- Developed position statements on internal and external affairs.

06/82-10/85

Joint Legislative Audit and Review Commission

The Virginia Legislature

Richmond, VA

Senior Legislative Analyst (Promoted three times)

Responsibilities included framing issues, developing and implementing credible evaluation techniques, recommendation and report development and presentation in a team environment.

- Performed program evaluation for a legislative oversight commission to identify cost reductions, productivity improvements, and management efficiencies.
- Participated in issue identification, design of research approach, instrument development, data collection, statistical and policy analysis,

formulation of recommendations, report writing and presentation, and legislative tracking.

EDUCATION

1980-1982	Duke University: Terry Sanford Institute of Public Policy MA Public Policy
1976-1979	Oberlin College BA with double major in Sociology / Anthropology and French Literature. Phi Beta Kappa

REFERENCES UPON REQUEST