



CAREER SUMMARY

Susan is a cardiovascular care expert with firsthand clinical knowledge and administrative experience in the management of cardiac programs. She brings extensive senior-level hospital operations experience to clients, along with expertise in strategic planning, vascular program integration and positioning, physician practice management, cost and quality improvement initiatives, and marketing for hospital-designated centers of excellence. As Senior Vice President, she trains, mentors, and evaluates the consulting team and monitors their progress in delivering outstanding service. She blends a background rich in business and clinical knowledge to lead targeted feasibility studies and enhance the business development process. She holds a successful record of building high-performance work teams and establishing positive physician relationships in the context of overall organizational efficiency.

CARDIOVASCULAR CONSULTING

Corazon, Inc. Pittsburgh, PA

Senior Vice President

2008 - Present

Vice President

2004 – 2008

Director

2001 – 2004

Provides oversight for Corazon’s consulting delivery team. Offers project leadership and knowledge related to the feasibility studies, business plans, operations assessments, and the development of heart hospitals for identified clients. Applies proven aptitude in leading functional business units to reduce costs while increasing customer satisfaction.

Health Care Visions, Pittsburgh, PA

Consultant

2000 – 2001

Developed and implemented a comprehensive business plan for a unique audit tool used to assess clinical and financial performance of cardiovascular programs as compared to national benchmarks. Initiated product development strategies to build a test database, secure alpha site partners, and launch product.

EXECUTIVE MANAGEMENT EXPERIENCE

Pittsburgh Mercy Health System, Pittsburgh, PA

Vice President, Institute Services

1996 – 1999

Envisioned, designed, and delivered services provided by the Heart Institute, Cancer Institute, Women and Children's Program, Trauma Program, Wound and Hyperbaric Center, and other new programs. Accountable for appropriate and timely operational response to changing market forces through the creation of supportive corporate culture that assigned responsibility for financial, patient outcome and satisfaction targets for over 450 employees and a \$9.5 million expense budget.

- Successfully replicated a product line approach to manage cost and quality across services. Established volume, cost and LOS reporting for each product line to assess market shifts and guide pathway development to standardize and streamline full continuum of care process.
- Initiated cross-departmental product standardization and primary vendor relationships that led to significant cost reductions in the OR, Radiology and Catheterization labs.
- Directed all responsible areas to strive towards best performance or within the top 10% as compared to national benchmarks for FTE and resource utilization.
- Initiated multiple unit-based incentive programs in which pay outs were dependent on defined cost and quality outcomes.
- Negotiated the closing of two cardiac special care units resulting in documented cost reduction. Secured physician support and provided close follow up to assure continued patient satisfaction and no negative patient outcomes.
- Developed business plan for an International initiative to secure tertiary cardiac referrals. Participated in two trips to Brazil to evaluate market potential and to meet with the top 5 Brazilian insurers and identified self-insured employers.
- Established successful Fetal/Maternal Medicine Program as a new business unit by negotiating a unique physician relationship, securing state-of-the-art clinical capital equipment and telemedicine technology, and creating a customer focused marketing campaign.
- Provided oversight for the basic and clinical research components of the programs in 1999 funding over \$1.4 million and for externally funded community programming in excess of \$4 million.
- Directed the initial development of the pediatric trauma program with successful Pennsylvania Trauma System Foundation review resulting in Additional Qualification (AQ) status in 1997 and 1998.
- Received a 95% score on the 1999 Employee Satisfaction Survey indicating direct reporting management team's evaluation of leadership abilities, openness, and support of communications, teamwork, and innovation. This score indicates a leadership style that fosters open discussion and participatory problem solving.

Mercy Heart Institute, Pittsburgh, PA

Manager, Program Development / Interim Administrative Director 1992 – 1996

- Managed internal integration, strategic planning, external marketing, and operational aspects of the Heart Institute and Vascular Center, including all inpatient and outpatient cardiac and vascular care areas. Key management activities involved planning, marketing, program development, financial management, customer relations, networking and team leadership.
- Secured globally priced managed care cardiac product and guided operational effort to respond to terms.
- Directed development and implementation of a cardiac information system that spanned all cardiac invasive, non-invasive and operative areas, supporting data collection, reporting, and inventory control.

- Directed development of cardiac clinical pathways representing 15 of the hospitals top 40 DRGs ranked by volume and cost. Efforts resulted in significant LOS and cost decreases with increasing CMI.
- Directed new program development including Coagulation Service, Lipid Center, and Congestive Heart Failure Program leading to decreases in LOS and new volume growth.
- Provided oversight for development of patient education material and programming that resulted in increased patient satisfaction.
- Established initial device based clinical trial and leveraged success of that effort to secure participation in international multi-center trials.

Manager, Cardiology

1986 – 1992

- Managed operations of all cardiac and vascular diagnostic and interventional treatment areas including three catheterization labs, nuclear cardiology and stress testing, echocardiography, Holter monitor service, peripheral vascular labs, electrophysiology lab and related pacemaker follow-up clinic.
- Developed and implemented a five-year business plan and coordinated full cardiac facility redesign. Outpaced five-year volume targets in year one of operation.
- Provided administrative support for 75 FTE RN, technical and support staff for Invasive and Non-Invasive Cardiology, Electrophysiology, and Peripheral Vascular Lab.
- Facilitated program growth by focusing on physician satisfaction as invasive MD staff grew from 3 to 32.
- Negotiated product line model utilizing project tracking and accountability tools to support sustained change and restructuring.

CLINICAL EXPERIENCE

Pittsburgh Mercy Health System, Pittsburgh, PA

Assistant Director, Respiratory Therapy

1983 – 1986

- Directed staffing, education and quality assurance. Assured College of American Pathology (CAP) and regulatory compliance for the Pulmonary Function Service.

Mercy Hospital/Wheeling College, Wheeling, WV

Clinical Coordinator/Adjunct Professor Wheeling College

1979 – 1983

- Provided clinical and didactic instruction for 4th year Respiratory Therapy students.

Duke University Medical Center, Durham, NC

Clinical Supervisor, Respiratory Services

1977 – 1979

- Designated supervisor for Adult Surgical Intensive Care units.



Susan Heck
Senior Vice President

EDUCATION

Master of Science Degree in Health Related Professions
University of Pittsburgh
Pittsburgh, PA

Post Graduate Internship
Duke University Medical Center
Durham, NC

Bachelor of Science Degree in Respiratory Therapy
Indiana University of Pennsylvania
Indiana, PA

COMMUNITY INVOLVEMENT

American Heart Association

Heart Camp

PUBLICATIONS

- "Comprehensive Stroke Care: The Latest Boom for Hospital Expansions," *Cath Lab Digest*, December 2008.
- "Developing a Learning Organization to Create a Winning Cardiovascular Team," *Hospital News*, July 2008.
- "Shifting Trends in CV Disease: The Role of Education & Primary Prevention," *Hospital News*, February 2006.
- "Leaders with Heart: Improving Your Cardiovascular Program with Performance Benchmarks." *hfm* – A Publication of the Healthcare Financial Management Association, February 2005.
- "Coordinating the Pieces: Service Line Management." *Getting to the Heart of It: Proven Strategies to Bypass the Competition in Cardiovascular Services*. Pittsburgh: Corazon Consulting, 2003.
- "Where the Play Begins: Emergency Care and Chest Pain Centers." *Getting to the Heart of It: Proven Strategies to Bypass the Competition in Cardiovascular Services*. Pittsburgh: Corazon Consulting, 2003.
- "Centralization of the Pieces: Heart Hospital Design." *Getting to the Heart of It: Proven Strategies to Bypass the Competition in Cardiovascular Services*. Pittsburgh: Corazon Consulting, 2003.





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“Mastering a New Challenge in the Game: Vascular Centers without the Turf Battles.” *Getting to the Heart of It: Proven Strategies to Bypass the Competition in Cardiovascular Services*. Pittsburgh: Corazon Consulting, 2003.

“Business Tips for Cardiac Services Joint Ventures”, *Hospital News*, 2002.

“Heart Hospitals — A Review of National Trends”, *Hospital News*, 2001.

PRESENTATIONS

“Adding to Your Treasure: Stroke Centers as a Component of Top Quality Heart & Vascular Care,” Corazon Audio Conference, December 2008.

“Preparing for Your Adventure: Developing an Action Plan for Heart & Vascular Success,” The Fall Corazon Conference, October 2008.

“A Sneak Peak into the Classroom: The Corazon Academy,” Corazon Audio Conference, August 2008.

“Adding to Your Treasure: Stroke Centers,” The Fall Corazon Conference Pre-Conference Workshop, October 2008.

“Growth, Making the Most of Advanced Cardiovascular Imaging,” ACCA Annual Conference, March 2008.

“Footprints in the Sand: Leading the Way with Vascular Services,” The Fall Corazon Conference, October 2007.

“Embracing Change: The Challenge of Angioplasty with Off-Site Surgical Support,” Corazon Audio Conference, August 2007.

“Preparing for Change: Assessing the Impact of 2008 DRG Updates,” Corazon Audio Conference, June 2007.

“Still the Rage? Re-Inventing the Heart Hospital Concept,” The OSU Symposium, May 2007.

“Casting a Superstar: Leadership and Governance for Your CV Program,” The Fall Corazon Conference, October 2006.

“Exploring the Terrain: Creating a Multi-Disciplinary Vascular Center of Excellence,” The Spring Corazon Conference, May 2006.





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“Physician Cross-Specialization: Scope-of-Practice Trends and Strategies for Clarifying the Confusion,” ACHE Annual Congress, March 2006.

“Cardiovascular Care in the Community,” The Pittsburgh Mercy Health System Conference, February 2006.

“Captains of the Vessel: Service Line Management and Selecting the Right Talent,” The Fall Corazon Conference, October 2005.

“Kick-Off a New Game: Unsupported Angioplasty and the Changing CV Landscape,” The Fall Corazon Conference, October 2004.

“Calling Plays from the Huddle: Management Models that Can Work,” The Fall Corazon Conference, October 2004.

“A Higher Standard: Vascular Centers as a Differentiation Strategy,” The Spring Corazon Conference, May 2004.

“Sizing up the Competition: Benchmarking Cardiac Program Performance,” 15th Annual ACCA Cardiovascular Administrators Management Conference, March 2004.

“The Corazon National Benchmarking Survey: Program Design,” The Annual Corazon Conference, October 2003.

“Prospering with the Service Line Management Model,” The Spring Corazon Conference, April 2003.

“The Latest on Heart Hospitals,” The Annual Corazon Conference, October 2002.

