



Mary Anne Lappin Graf
President, Health Care Innovations

Education	<p>M.S. University of Utah, 1976 B.S. Mercy College of Detroit, 1969 (now University of Detroit-Mercy) Executive Integral Leadership Program, University of Notre Dame Mendoza College of Business, 2004 Kellogg Graduate School of Management, Northwestern University, <i>Communicating with the Japanese Business World</i>, 1991 Graduate work in business administration, University of Utah Graduate work in research and education, Wayne State University</p>
Expertise	<p>Graf is a skilled, high energy facilitator and coach who makes things happen. Her combined background allows her to successfully bridge the gap between strategic, business, and clinical concerns, with solutions that break through barriers and expedite compromise, consensus, and action. Graf is equally comfortable working with board members, senior executive staff, physicians, faculty, and hospital clinical leadership alike. With over twenty years experience in health care, she brings a wide variety of pragmatic approaches to problems, and develops individualized solutions tailored to the needs of the institution, its staff, and the community. Graf's areas of expertise include organizational change and innovation, market-driven program design, and women's services.</p> <p>In the years <i>Modern Healthcare</i> collected data on obstetrical consultants, HCI and Graf were cited as completing more obstetrical projects than any other consulting firm in the nation. Within women's services, Graf guides client hospitals through visioning; testing of market, financial and business feasibility; facilitation of architecture/design and marketing; and actual implementation.</p>
Experience	<p>Graf is responsible for new business development and marketing for women's and children's services (www.bonsecoursforwomen.com) in the Bon Secours Richmond Health System (www.bonsecours.com). The four-hospital Richmond system includes three obstetrical services (all with services ranging from nurse-midwives to maternal-fetal medicine and Level III NICUs); a pediatric system with centralized peds ED, pediatric in-patient unit, PICU and pediatric hospitalists; and a very active non-obstetrical women's health education program aimed at downstream utilization of the health system. She also serves as the internal content consultant in women's health for the US parent organization, Bon Secours Health System, Inc. (www.bshsi.com).</p> <p>Health Care Innovations (www.teamhci.com), the firm founded by Graf in 1985 and for which she continues to consult with select clients, has clients in 47 states and seven countries. As president of HCI and a full-time principal consultant, Graf has personally led over 600 of HCI's 800+ projects, in hospitals ranging in size from 60 beds to over 1000. Graf's personal clients include many of the nation's most prestigious not-for-profit and for-profit systems, as well as an extensive range of rural, community, tertiary and teaching institutions, including Johns Hopkins, Duke University Medical Center, and Beth Israel Deaconess Medical Center/Harvard Med and Samsung Medical Center (Seoul, Korea).</p>

Presentations	<p>Graf speaks extensively at conferences, workshops, and seminars nationwide and abroad. Keynote and seminar topics range from women's health care to successful organizational change to technological innovation in health care and marketing. Graf facilitates internal leadership retreats as well. Presentation clients range from hospitals to state health organizations to national and international health organizations, such as the American Public Health Association, the Association of American Medical Colleges, and the 8th World Congress of Medicine on the Internet (Geneva, Switzerland). Presentations nationally in 2003-2005 include:</p> <ul style="list-style-type: none"> • Women's and children's services <ul style="list-style-type: none"> ○ What Parents Want and Need: Powerful Market Research Lessons from Today's Childbearing Consumers ○ Women's Health Care Services Today and Tomorrow ○ Super Strategies for Obstetrics: Staying Ahead of the Game • Service line <ul style="list-style-type: none"> ○ Power Up Service Line Strategic Planning ○ Integrating Service Lines: Cardiology and Women's Health • E-health care and E-marketing <ul style="list-style-type: none"> ○ Empowering NICU Parents: 24/7 Internet Infant Access ○ Women's and Children's Services: Web or Perish ○ Multi-Channel Marketing • Physician-hospital alignment <ul style="list-style-type: none"> ○ Forging Mutually Beneficial Physician Relationships: Aligning Interests in a Competitive Environment ○ Marketing and Public Relations as Tactics for Physician Alignment
Publications	<p>Graf has been quoted internationally in such publications as <i>The Wall Street Journal</i>, <i>The New York Times</i>, <i>U.S. News and World Report</i>, <i>Hospitals</i>, <i>Modern Healthcare</i>, and <i>Nikkei Healthcare</i> (Japan). Graf has authored articles on clinical, market research and management issues in such publications as <i>The Journal of Perinatology</i>, <i>The Business Review of Women's Health and Reproductive Medicine</i> and <i>Health Care Strategic Management</i>.</p>
Academic Affiliations	<p>University of Utah, Clinical Assistant Professor, 1976 to 2001 Brigham Young University, Marriott School of Management, National Advisory Council, 1989 to present <i>Previous:</i> University of Southern California, Clinical Assistant Professor of Obstetrics and Gynecology, School of Medicine University of Colorado, Clinical Assistant Professor, Graduate School</p>
Community Service and Board Memberships	<p>Board of Trustees, Children's Museum of Richmond Richmond Metropolitan Division, American Heart Association Board of Visitors, St. Gertrude High School, Richmond Board member, Innsbrook Foundation Duke University Women's Health Advisory Board, 1997 to 2004 Brigham Young University Marriott School of Management National Advisory Board, emeritus member</p>
Honors and Awards	<p>Delta Airlines, Inc., National Business Travel Advisory Board <i>USA Today</i> Road Warrior Panel 1999 Kimberly-Clark Lecturer in Women's Health, Vanderbilt University. 2000 Top 50 Women in Healthcare in Utah Who's Who Registry, Platinum Edition; Who's Who Worldwide, Global Edition</p>