

Steven M. Hays, MSHA, CMPE
2301 Westside Drive
Rochester, NY 14624
585-594-6652
585-235-9000
shays@hisbranches.org (email)

Professional Summary

More than ten years of managerial experience in the healthcare industry, from both payor and clinical perspectives, with steady progression to higher level of management positions, each with increased responsibility and accountability.

Professional Experience

Roberts Wesleyan College
Rochester, NY 14624

2006 – Present

Assistant Professor

Responsible for daily educational instruction of Health Care Administration curriculum to adult (age 25+) Masters level students in an accelerated Master of Science in Health Administration program.

- Developed course curriculum and faculty guides for Managerial Epidemiology, Health Care Managerial Accounting, Health Care Systems and Organizations, Health Care Research Methods, and Human Resources in Health Care Administration.
- Teach Managerial Epidemiology, Managerial Accounting, Human Resources and Organizational Leadership courses within the Health Care Administration curriculum
- Take part in bi-weekly faculty meetings
- Developed and conduct one-day workshop on Statistics in Health Care Administration
- Provide remedial writing assistance to students who need refresher course in writing and punctuation use

Virginia Physicians MSO
Lynchburg, Virginia 24501

2000-2005

Executive Director

Responsible for the administration, direction, and coordination of all Corporation activities except those involving the practice of medicine; review and direct all MSO business matters, employee performance and physical plant operations on a continuous basis; conduct all financial operations so as to meet current operating expenses, provide for debt retirement, new equipment, and the maintenance of MSO facilities; provide Board of Directors with monthly P/L statements and also prepare and submit yearly budget for operations, equipment, and capital improvements.

- Developed marketing materials for the MSO including corporate logo, marketing brochures and assisted in developing Yellow Page advertisements for group practices
- Negotiated discounted pricing on laboratory equipment and software as well as bone densitometry equipment for Lynchburg Rheumatology Clinic; also negotiated discounted pricing schedule with Esurg.com for MSO member practices

- Managed office building for five years for 2025 Associates (group of 5 physician owners)
- Developed HR manuals for group practices
- Participated in and gathered payroll and compensation data for regional and national payroll and compensation surveys for physician group practices
- Developed and wrote physician practice newsletter
- Assisted practices in setting payroll and compensation standards
- Handled AR functions for physician group practices on a contract basis
- Proactively moved member practices from Doctors Insurance Reciprocal to SVMIC (prior to DIR collapse) for malpractice coverage, resulting savings of over \$600,000 for member physicians
- Successfully implemented Electronic Medical Record system for Lynchburg Rheumatology Clinic
- Started billing and collection service for MSO members; currently provide services for Advocates for Children and Lynchburg Cardiothoracic Surgery
- Served as property manager for 2025 Associates (property owned by 6 physicians)
- Developed HIPAA Compliance manuals for practices
- Developed and wrote MSO newsletter for physicians
- Recruited five practices into MSO membership (Advocates for Children, Neurology Associates, Lynchburg Cardiothoracic Surgery, Radiology Consultants, and Wyndhurst Family Medicine)
- Reviewed health insurance options on yearly basis and moved practices to policies with best coverage and premium savings (annual savings for MSO members in excess of \$250,000).
- Purchased new billing system (GE Centricity) and moved four practices to system
- Provided monthly practice reports for Lynchburg Rheumatology Clinic
- Handled payroll services for Advocates for Children
- Handled A/P, payroll and HR functions for Lynchburg Rheumatology
- Provided IT support for Internal Medicine and Endocrinology, Plastic Surgery Associates, and Central Virginia ENT
- Worked with REMI Insurance to provide maintenance agreement insurance for practices at a resulting savings of 22.5% per practice in annual maintenance agreement cost

PIEDMONT ORTHOPAEDIC ASSOCIATES, P.A.

1999-2000

Greenville, South Carolina

Administrative Assistant

Assist the Practice Administrator with managing the financial and personnel functional areas of the practice; assist with special projects including: construction of new 18,000 square foot medical office building and relocation to new facility, remodeling of former main office to satellite location

- Designed and authored employee handbook for an 11-physician, 62 employee orthopaedic practice
 - Reviewed all State and Federal employment laws
- Developed and wrote job descriptions for physician support staff (both clinical and administrative staff)
 - Observed administrative and clinical staff performing job duties

Steven M. Hays, MSHA, CMPE

- Discussed job functions and responsibilities with staff members
- Based on observations and discussions, authored new job descriptions along functional lines
- Designed tools for use in the accounting department and managed care contracting department
 - Reviewed needs of the accounting department and developed spreadsheets for accounting staff
 - Discussed with physicians their reporting requirements and developed graphs and charts to report monthly accounting information
 - Developed spreadsheets for comparison of third party payor contracts to determine best payor sources
- Along with practice administrator developed yearly budget and pro-forma projections for the practice
 - Reviewed chart of accounts for the practice for the past three years and developed fiscal year budget utilizing current administrative and clinical needs
 - Reviewed physicians charges and receipts for the past two years, developed trends and completed pro-forma utilizing projected fiscal year budget and projected additions to physician staff
- Developed marketing plan for the practice
 - Performed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis for the practice
 - Determined appropriate channels of distribution for the practice
 - Determined proper marketing mix
 - Conducted focus groups
- Authored Requests for Proposals and secured bids for electrical plant system and security system as they pertained to construction of a new 18,000 square foot medical office building
 - Reviewed all bids upon receipt and conducted cost analysis
 - Checked all references
 - Submitted requests for best and final bids
- Authored request for exemption to Certificate of Need for MRI system for use in new 18,000 square foot medical facility
 - Researched current state requirements for exemption to Certificate of Need
 - Performed cost analysis of system to determine if requirements were met
 - Secured request
- Researched and analyzed practice statistics for comparisons against MGMA benchmarks in areas such as accounts receivable, collection percentages, financial ratios, staffing levels, charges and revenues, and operating costs as well as physician compensation and productivity

COMPUTER SCIENCES CORPORATION

1997-1999

Greenville, South Carolina

Business Analyst

Responsible for analyzing and completing projects related to accounting cash flows, claims, and computer system issues

- Investigated and responded to Department of Insurance complaints
- Cleared over \$500,000 dollars from aged premium escrow accounts
 - Researched computer reports and discovered that excess premiums on canceled policies had been held in escrow for up to seven years
- Assisted in system conversion

Steven M. Hays, MSHA, CMPE

- Reviewed daily computer system reports and performed systems fixes on system conversion for a block of 150,000 insurance policies
- Implemented a customer service call center for the policyholder services department
 - Reviewed in-coming call trends and performed customer surveys
 - Reviewed results and developed a customer service call center for the policyholder services department
- Re-wrote and re-designed form letters for office use
 - Reviewed outdated form letters and company policies
 - Designed new form letters and re-wrote company policies

KANAWHA INSURANCE

1993-1997

Lancaster, South Carolina

Manager- Health Insurance Policyholder Services/Accounting

Directed workflow of policyholder services and accounting departments for a major medical insurance third party administrator

- Developed training schedule/modules for staff cross-training
- Reduced full-time staff from 25 to 18 employees (in both the policy services and accounting departments) utilizing cross-training and staff re-allocation
- Conducted seminar on management methods for company supervisors
- Authored responses to Department of Insurance inquiries and Presidential complaints
- Participated in yearly budgeting process with senior executives

JOHN HANCOCK LIFE INSURANCE

1992-1993

Charlotte, North Carolina

Insurance Agent

Licensed life, accident, and health insurance agent; performed needs analysis and sold appropriate insurance products to clients based on analysis

THE HERALD

1990-1992

Rock Hill, South Carolina

District Sales Manager

Directed the daily work activities of adult newspaper delivery carriers and sales force

- Re-configured delivery routes to expedite delivery times and mileage
- Conducted in-depth market analysis of competitors
- Assisted Circulation Director in long range planning and marketing goals

CENTRAL VIRGINIA COMMUNITY COLLEGE

2003 - 2005

Lynchburg, VA

Adjunct Faculty

Develop lesson plans and teach adult students Basic English Writing in order to prepare students for writing requirements in the general college curriculum

Steven M. Hays, MSHA, CMPE

Education

Doctor of Strategic Leadership, Regent University, Virginia Beach, VA – In progress;
completed 18 hours to date (3.22 GPA)

Certified Medical Practice Executive, American College of Medical Practice Executives - 2001

Masters of Science in Health Administration, Virginia Commonwealth University, Medical
College of Virginia Campus, Richmond, Virginia - 2000

Bachelor of Arts, English/Professional Communications, Winthrop University, Rock Hill, South
Carolina - 1997

Publications

“Mentoring Physician Leaders: Ensuring the Future of Healthcare” in Group Practice Journal,
June 2005, Volume 54, No. 6

Professional Affiliations

American College of Healthcare Executives
Member since 2000

Medical Group Management Association
Member since 1999

References Available upon Request