

Dr. Steven M. Hays

#### Education

BA, English/Professional Writing, 1997, Winthrop University, Rock Hill, SC

MSHA, Health Care Administration, 2000, Virginia Commonwealth University-Medical College of Virginia, Richmond, VA

DSL, Doctor of Strategic Leadership, 2008, Regent University, Virginia Beach, VA

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

#### Honors and Awards

Outstanding Faculty Award – Health Administration Program at Roberts Wesleyan College – 2007,2008,2012, 2013

Barbara S. Muller Memorial Award for Teaching Excellence, Roberts Wesleyan College, 2008

Student Membership, Recruiter of the Year, Medical Group Management Association, 2008

#### Association Memberships

Greenleaf Institute for Servant Leadership, member since 2006

American College of Healthcare Executives, member since 2000

Medical Group Management Association, member since 1999

#### Professional Experience

Regent University

7/2016 – Present

Virginia Beach, VA 23464

Associate Professor, College of Health and Behavioral Sciences

Department Chair – Allied Health

- Responsible for daily educational instruction with focus on Healthcare Management, Health Sciences, Business Communications, Strategic Management, Leadership, Strategic Planning, and Business Ethics curriculum to students in the College of Arts and Sciences, College of Health Sciences, and the School of Business and Leadership
- Teach courses in Strategic Management, Decision Making, Operations Management, Organizational Leadership, Healthcare Delivery Foundations, Contemporary Issues in Healthcare, Healthcare Finance, Healthcare Operations Management, Healthcare Practicum, Health Policy and Ethics, Nursing Home Administration, Facilities Management in Long-Term Care, Gerontology, Health Care Marketing, Six Sigma in Healthcare, Business and Leadership Communications, Business Ethics, Survey of Great Leaders, and Making of the Christian Leader,
- Establish mission and vision for programs in Healthcare Sciences (nursing, healthcare management, gerontology, nutrition science, etc.)
- Lead in the development , administration, and enforcement of program policies and procedures
- Execute projects and initiatives assigned by the dean in cooperation with appropriate associate deans
- Plan workload and teaching responsibilities for program faculty and identify and assign adjunct faculty

- Develop course rotations to ensure appropriate enrollment and efficient use of human resources
- Oversee textbook adoptions
- Contribute to SACSCOC discipline-specific accreditation reports
- Wrote SACSCOC program prospectuses for the following programs: BS in Gerontology and Masters of Science in Health Information Administration; currently developing new program proposal for BS in Nutrition Science
- Oversee program accreditation with discipline specific professional accrediting bodies
- Mentor faculty in faith-learning integration for teaching, research, and service
- Review and update course curriculum for Healthcare Management courses
- Develop and implement 5- year strategic plan for rollout of Bachelors and Masters programs within the College of Healthcare Sciences at Regent University (in progress)
- Developed course curriculum and complete CIRC documents for new concentration (Nursing Home Administration) in BS in Healthcare Management
- Lead development of new healthcare sciences degree program rollouts for DNP – Doctor of Nursing Practice, MSN – Nursing Education and MSN- Nursing Leadership and Management, traditional on-campus Bachelor of Science in Nursing (BSN), and MSHIA – Master of Science in Healthcare Information Systems Administration
- Developed new BS in Gerontology degree program in collaboration with CAS faculty for launch in Fall 2017
- Developed MS in Health Information Systems Administration for launch in Fall 2020
- Secured working partnerships (MOUs) with local hospital systems for internship, practicum experience, and clinical training opportunities for all students in College of Healthcare Sciences and School of Nursing
- Represent the Department Health Sciences and Healthcare Management at Regent Preview days
- Assist with Academic department meetings
- Lead in the development, administration, and enforcement of program policies and procedures
- Execute projects and initiatives related to healthcare sciences as assigned by the dean and associate deans
- Promote growth in the spiritual vitality and collegiality of program faculty
- Contribute to the development of new degrees, programs, majors, minors and certificate education programs
- Plan, implement, and monitor course development projects
- Oversee Blackboard master course and live shell administration
- Contribute to SACSCOC discipline-specific accreditation reporting

Roberts Wesleyan College  
Rochester, NY 14624

2006 – 2016

Associate Professor, Director – Masters and Bachelors in Health Administration Programs

- 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 and Bachelor of Science in Health Administration (Traditional and ONLINE)
- Manage and oversee Masters health administration program including student recruiting, marketing, and budgets

- Develop/update course curriculum and faculty guides for Health Care Systems and Organizations, Organizational Leadership, Health Organization Transformation, Leadership Coaching for Health Care Executives, and Health Care Strategic Planning in the Masters in Health Administration Program
- Develop and utilize leadership training and development tools for health care executives and management
- Teach Health Care Organizations and Systems, Organizational Leadership, Leadership Coaching for Health Care Executives, Strategic Planning, Organizational Transformation, Research Methods, Health Care Marketing, and Interpersonal and Effective Communications courses within the Health Care Administration curriculum
- Teach undergraduate course in Personal Economics
- Teach Freshman (First Year) Seminar – CS Lewis Seminar to Traditional Undergraduate students
- Take part in bi-weekly faculty meetings
- Developed and conduct one-day workshop on Statistics in Health Care Administration
- Developed and conduct workshops on leadership coaching and development for healthcare organizations
- Develop and conduct business communication seminars for business and healthcare leaders
- Provide remedial writing assistance to students who need refresher course in writing and punctuation use
- Conduct information sessions as needed on MHA and BHA programs for prospective students

Virginia Physicians MSO  
Lynchburg, Virginia 24501  
Executive Director

2000-2005

- 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 group practices; 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
- 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 group practice
- Started billing and collection service for MSO members
- Developed HIPAA Compliance manuals for practices
- Developed and wrote MSO newsletter for physicians
- Recruited five practices into MSO membership
- 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 group practices
- Handled payroll services for group practices
- Handled A/P, payroll and HR functions for group practices
- Provided IT support for group practices
- 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 Orthopedic Associates, Inc.  
Greenville, South Carolina  
Administrative Assistant

1999-2000

- 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
- 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 requests for technology and equipment
- 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  
Greenville, South Carolina  
Health Insurance Business Analyst

1997-1999

- 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
- 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  
Lancaster, South Carolina  
Manager- Health Insurance Policyholder Services/Accounting

1993-1997

- 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

Central Virginia Community College  
Lynchburg, VA  
Adjunct Faculty

2003 - 2005

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

#### Research Interests

I have broad interests in the area of strategic planning/strategic management and servant leadership and leadership coaching/development and how these aspects of leadership and leadership development can transform all business entities, particularly in the health care arena.

#### University Service/Committees

- Serve on the Executive Committee for the College of Allied and Behavioral Health
- Serve as Department Chair for Allied Health in the College of Allied and Behavioral Health
- Serve on the Undergraduate Studies Committee

#### Teaching Experience

Courses taught and or developed:

- Strategic Management
- Strategic Planning and Scenario Analysis and Development
- Strategic Leadership
- Business and Leadership Communications
- Business Writing
- Business Ethics
- Organizational Management
- Organizational Leadership
- Organizational Transformation
- Effective and Interpersonal Relations
- Human Resource Management
- Principles of Management
- Leadership Coaching and Development
- Contemporary Issues in Healthcare Management

- Health Care Systems and Organizations
- Healthcare Finance
- Healthcare Law
- Healthcare Marketing
- Decision-Making
- Research Methods
- Health Insurance
- Making of the Christian Leader
- Gerontology
- Nursing Home Administration
- Long-Term Care Facilities Management
- Contemporary Issues in Aging
- Health Information Systems
- Death and Dying
- Biology of Aging
- Accounting
- Entrepreneurship
- International Business
- Survey of Leadership
- Healthcare Ethics

#### Scholarship Activity

- Professional Presentations
  - Leadership Coaching Readiness Assessment, Lakeside Health System, Brockport, NY, March 5, 2008
  - C.S. Lewis Summer Institute – Oxbridge 2011, Oxford, United Kingdom and Cambridge, United Kingdom, July – August 2011
  - Presented paper entitled “Incarnational Leadership and Learning in Christian Higher Education: A Vision for Transforming Students and Culture”

#### Publications

- “Mentoring Physician Leaders: Ensuring the Future of Healthcare” in Group Practice Journal, June 2005, Volume 54, No. 6
- “Restructuring for a Brighter Future: Organizational Design and Culture Change in 21st Century Higher Education” in Leadership Advance Online, Issue XII, Spring 2008
- “The High Cost of Apathy: Why Leadership Coaching is Needed in Health Care” in Journal of Strategic Leadership, Vol. 1, Issue 1, September 2008.
- “Every Good and Perfect Gift: Understanding the Relationship Between Spiritual Gifts and Leadership Roles”. Book chapter in Best Practices in Integrating Faith and Learning for Adult and Online Students, CCCU Center for Research in Adult Learning, 2010.
- “Written in Stone: The Foundation of Values for Servant Leaders” in The Leading Edge, Vol. 3, No. 1, March 2010.
- Have This Mind in You: Leading with the Heart and Mind of Christ (unpublished manuscript)

- Academic Roundtable Paper: CS Lewis Summer Institute, Oxford, United Kingdom, Cambridge, United Kingdom, July 26-August 2, 2011, “Incarnational Leadership and Learning in Christian Higher Education: A Vision for Transforming Students and Culture”

#### Conferences Attended

- National Medical Group Management Conference, Philadelphia, PA, October 2007
- New York State Medical Group Management Conference, Lake George, NY, May 2008
- Leadership Challenge Summit, Denver, CO, October 2008
- Facilitated round table on Servant Leadership
- CCCU International Forum on Christian Higher Education, Atlanta, GA, February 2010
- C.S. Lewis Summer Institute – Oxbridge 2011, Oxford, United Kingdom and Cambridge, United Kingdom, July – August 2011
- American College of Healthcare Executives – Comprehensive Leadership for Senior-Level Executives, Oahu, Hawaii, September 15-16, 2014
- Christian Business Faculty Association, Nashville, TN, September 29 -October 2, 2021
- MTW European Church Planter (Coaching) Intensive, Edinburgh, Scotland, January 24-January 31, 2025

#### Consulting Projects

- Developed and presented twelve (12) hour seminar entitled Leadership Conversations: A Field Guide for Current and Future Leaders in Health Care to Rochester Psychiatric Center, State of New York, Office of Mental Health, Rochester, NY from May-June 2010
- Developed and presented three (3) hour seminar on Leadership Coaching and Leadership Development to leadership team at Fox Run (Continuing Care Retirement Community) Orchard Park, New York, August 25, 2011
- Developed and presented four (4) hour seminar on “Improving Interpersonal Communication, Ethics, Productivity, and Teamwork” for, WROC-TV8 – Clear Channel Communications, Rochester, New York, March 17, 2014
- Developed and presented four hour workshop on Student Learning Objectives/ Outcomes and Student Learning Assessments for the American Council on Education (ACE), Washington, DC, February 9, 2017.
- Engaged in six-month Long-Term Strategic Planning Project with StreetConnect Ministry, Glasgow, Scotland, October 2024 – April 2025

American Council on Education – Consulting/ Management and Leadership, Strategic Management and Planning course reviews for the private sector and the US Military (2010- Present)

- December, 2010 – Vineyard Institute, Columbus, OH
- March, 2011 – US Coast Guard, Petaluma, CA
- June, 2011 – US Army, Ft. Sam Houston, San Antonio, TX
- June, 2011 – US Air Force, Washington, DC
- July, 2011 - US Army, Ft. Sam Houston, San Antonio, TX



- October, 2011 – US Navy, Groton, CT
- October, 2011 – USMC, Virginia Beach, VA
- December, 2011 – McDonalds Corporation, Hamburger University, Oak Brook, IL
- April, 2012 – US Navy, Newport, RI
- January, 2013 - US Army - Ft. Sam Houston – Management Services – San Antonio, TX
- December, 2013 - US Army – Adjutant General Soldier Support Institute – Ft. Jackson, Columbia, SC
- December, 2013 - McDonald’s Corporation, Hamburger University – Oak Brook, IL
- April, 2014 – Walt Disney Corporation – Orlando, FL (virtual)
- April, 2014 – USMC Special Ops Command – Camp Lejeune, NC
- May, 2014 – US Navy SeaBee School, Port Hueneme, CA
- June, 2014 – US Coast Guard, Hampton Roads, VA
- September, 2014 – US Army, Ft. Jackson, SC
- November, 2014 – US Army Artillery School, Ft. Sill, OK
- December, 2014 – US Army/US Navy Chaplains School, Ft. Jackson, SC
- January, 2015 – US Coast Guard, Mobile, AL
- February, 2015 – Western CUNA Management, Ontario, CA
- March, 2015 – Army/Navy METC, Ft. Sam Houston, San Antonio, TX
- May, 2015 – Jack Welch Management Institute, Washington, DC
- May, 2015 – US Army Special Forces, Ft. Bragg, Fayetteville, NC
- August, 2015 – COPE Institute, Brooklyn, NY
- September, 2015 – US Coast Guard, Yorktown, VA
- October, 2015 – METC – Ft. Sam Houston, San Antonio, TX
- October, 2015 – Align Degree Services, Pomona, CA
- January, 2016 – Disabled American Veterans Assoc., Washington, DC
- March, 2016 – US Army, Ft. Lee, Petersburg, VA
- March, 2016 – US Coast Guard HQ, Washington, DC
- March, 2016 – Walgreens Drugs, Chicago, IL
- April, 2016 – US Army/Navy, JEB Command, Little Creek, VA
- April, 2016 – US Navy, Norfolk, VA
- August, 2016 – Healthcare Financial Management Association, Chicago, IL
- September, 2016 – Study.com, Mountain View, CA (virtual)
- October, 2016 – Walgreens Drugs, Chicago, IL
- November, 2016 - US Army Artillery School, Ft. Sill, OK
- December, 2016 – Saylor Academy, Washington, DC (virtual)
- May, 2017 – US Navy, Port Hueneme, CA
- May, 2017 – US Army/US Navy – Fort Sam Houston, San Antonio, TX
- June, 2017 – US Air Force, Langley AFB, Newport News, VA
- August, 2017 – US Army, Ft. Lee, Petersburg, VA
- September, 2017 – Penn Foster, Scranton, PA (virtual)
- October, 2017 – Nellis Air Force Base, Weapons Command School, Las Vegas, NV
- February, 2018 – Nellis Air Force Base, Weapons Command School, Las Vegas, NV
- June, 2018 – US Army, Ft. Rucker, AL, US Army Aviation Center
- June, 2018 - US Army/US Navy Chaplains School, Ft. Jackson, SC
- August, 2018 – US Navy, NAS Oceana, Virginia Beach, VA
- November, 2018 – US Navy, San Diego, CA

- February, 2018 – The Institutes, Malvern, PA
- March, 2019 – US Navy, Weapons School, Dahlgren, VA
- May, 2019 – US Navy, Weapons School, Norfolk, VA
- June, 2019 – Study.com, Mountain View, CA (virtual)
- August, 2019 – US Army, Ft. Sill, OK
- October, 2019 – US Army/US Navy, Ft. Sam Houston, San Antonio, TX
- October, 2019 – US Navy, San Diego, CA (virtual)
- November, 2019 – COPE Institute, Brooklyn, NY
- November, 2019 – Study.com. Mountain View, CA (virtual)
- December, 2019 – US Army, Ft. Leonard Wood, MO
- January, 2020 – US Army, Military Intelligence Center, Ft. Huachuca, AZ
- July, 2020 – American Council on Education, Washington, DC (virtual)
- July, 2020 – Penn Foster, Scranton, PA (virtual)
- August, 2020 – Sophia Learning, Minneapolis, MN (virtual)
- February, 2021 – Foundry College, San Francisco, CA (virtual)
- March, 2021 – Study.com, Mountain View, CA (virtual)
- April, 2021 – Study.com, Mountain View, CA (virtual)
- May, 2021 – Western Governors University, Millcreek, UT (virtual)
- May, 2021- US Army, Ft. Lee, Petersburg, VA (virtual)
- June, 2021 – US Army, FT. Bragg, Fayetteville, NC (virtual)
- August, 2021 – US Army, Ft. Sill, OK (virtual)
- September, 2021 – US Army, Ft. Sam Houston, San Antonio, TX (virtual)
- November, 2021 -US Army, Ft. Sam Houston, San Antonio, TX (virtual)
- December, 2021 – US Army, Ft. Sam Houston, San Antonio, TX (virtual)
- Jan- Feb, 2022 – US Army, Ft. Sam Houston, San Antonio, TX (virtual)
- March 2022 – US Coast Guard, Petaluma, CA (virtual)
- June, 2022 – US Navy – JEB, Little Creek, VA (virtual)
- Oct, 2022 – US Army – Ft. Eustis, Newport News, VA
- February, 2023 – The Institutes, Malvern, PA (virtual)
- February, 2023 – US Army, Ft. Knox, KY
- March, 2023 – US Navy, Submarine School, Groton, CT
- September , 2023 – US Army, Ft. Sam Houston Medical Army Corps, San Antonio, TX
- April, 2024 – US Army, Ft. Jackson, Adjutant General (Human Resources) School – Columbia, SC
- June, 2024 – US Army Logistics School, Ft. Gregg-Adams, Petersburg, VA
- July, 2024 – US Army Logistics School – Ft. Gregg-Adams, Petersburg, VA
- August, 2024 – The Dale Carnegie Institute, New York, NY
- October, 2024 – US Army Biological Weapons School – Ft. Leonard Wood, MO
- October, 2024 – US Army Intelligence School – Ft. Huachuca, AZ
- October, 2024 – The Institutes, Malvern PA
- May, 2025 – Microsoft Corporation, Redmond, WA







