

# Holly Hayes

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## Education

**Duke University**, Durham, NC  
Masters in Health Administration, 1989

**Southern Methodist University**, Dallas, TX  
Bachelor of Fine Arts, Advertising, 1985

**Texas State University**, San Marcos, TX  
Certificate in Mediation, 2008

## Work Experience

April 2009 - Present  
**Mediator**  
Karl Bayer, Dispute Resolution Expert, Austin, TX

Aug. 2003 - Dec. 2008  
**Consultant**  
Hayes Healthcare Consulting, Georgetown, TX

- Project Manager for Tenet HealthCare Department of Clinical Quality including: management of health system evidence-based medicine survey; writing policies, patient education materials and job descriptions; coordination of Behavioral Health, Skilled Nursing and Rehabilitation Resource Guides; coordination of Tenet response to avian flu and bioterrorism; and participation in project team for implementation of risk management information system.
- Project Manager for annual \$50 million bio-med initiative for replacement of basic clinical equipment from 2004 to 2008 and \$50 million bed purchase in 2007 and 2008 at Tenet HealthCare.
- Developed strategic plan for hospital system in North Texas.
- On-going strategic planning for St. Luke's Episcopal Hospital, Houston, Texas, International Department.

March 2003 - Aug. 2003  
**Vice President, Patient Care Services**  
RHD Memorial Medical Center, Dallas, TX  
Responsible for Surgical Services, Radiology, Laboratory, Facility Maintenance and Outpatient Physical Therapy.

June 2001 - March 2003  
**Consultant**  
Bovio Healthcare Consulting, Dallas, TX and The Woodlands, TX

- Developed Toolkit for Two Clinical Service Lines (diabetes and senior services) for Central-Northeast Division of Tenet HealthCare, Dallas, Texas.
- Wrote International Services Business Plan for St. Luke's Episcopal Hospital, Houston, Texas.
- Conducted Operating Room Assessment for Methodist Medical Center, Dallas, Texas.
- Developed *Quality Management Course* composed of eight internet classes for Duke University Masters of Health Sciences in Clinical Leadership program, including modules on quality improvement methodology, statistical process control, clinical practice guidelines, medical errors, legal and regulatory issues.
- Developed *Operations Management Course* composed of 20 internet classes for Duke University Masters of Health Sciences in Clinical Leadership program, including modules on strategic planning, leadership, conflict management, diversity, team building, finance, strategic alliances, information systems and legal issues.

April 1997 -  
Feb. 2001

**Assistant Vice President**

Duke University Health System, Durham, NC

- Responsible for planning and business development for Duke's \$1.5 billion health care facility network.
- Responsible for first successful hospital contract management process beginning development of Duke University Health System.
- Implemented first Hospital Strategic Plan and follow-up Health System strategic plans for three system hospitals to focus market growth.
- Developed plans for five Duke University Hospital Clinical Business Units (CBUs) incorporating Balanced Scorecard performance measures.
- Created strategic plans for hospital-owned 80-physician primary care group practice, asthma service, pain management service and anti-coagulation internet-based clinic.
- Directed strategic planning for transfer of services from Duke to leased community hospital saving over \$1 million in expense.
- Responsible for developing plan to explore business venture in Buenos Aires, Argentina.
- Coordinated process to explore joint venture for laboratory services for all DUHS entities.
- Responsible for development of action plans to implement work culture employee satisfaction survey results.
- Director of DUHS Charitable Grants Office.

Jan. 1996 -  
April 1997

**Assistant Chief Operating Officer**

Duke University Hospital, Durham, NC

- Maintained responsibilities for transplant and digestive service lines. In addition, managed four full-time equivalents responsible for developing written business plans for clinical initiatives related to capital equipment purchases and programs to increase patient volume.
- Responsible for development of pediatric liver transplant program.
- Developed program plan for purchase of fifth Magnetic Resonance Imaging (MRI) equipment.

Sept. 1995 -  
Jan. 1996

**Administrative Director for Transplant and Digestive Service Lines and Managed Care**

Duke University Hospital, Durham, NC

- Responsible for financial viability of four solid organ, three bone marrow transplant and corneal transplant programs with budgets totaling \$15 million.
- Administrative responsibility for two endoscopy suites with a combined \$3 million budget.
- Developed marketing/communication plans for service lines. Managed implementation of managed care contract requirements for hospital operations.
- Implemented productivity measures for support staff with savings of \$700,000.
- Developed a series of patient educational materials.

July 1994 -  
Sept. 1995

**Director, Special Projects**

Duke University Hospital, Durham, NC

- Reported to Chief Operating Officer and provided support for a variety of projects.
- Developed a business plan and coordinated development of a relationship with local healthcare provider to purchase \$1.5 million of endo-urology equipment with strategies to achieve a net surplus over five years.

Aug. 1992 -  
July 1994

### **Administrative Director, Surgical Services**

Duke University Hospital, Durham, NC

- Administrative responsibility for 36 operating rooms, including ambulatory surgery, pre-operative screening unit and eight inpatient surgery units with 192 beds.
- Budgetary responsibility for \$18 million operating room expense budget. Served as acting associate director beginning February 1992.
- Developed a cost accounting system for OR procedures.
- Worked with a major healthcare vendor to develop a program to decrease OR supply cost and standardize supply usage.
- Managed development of OR in-house scheduling system and purchase of OR inventory system.
- Trained as a Total Quality Management (TQM) facilitator.
- Managed construction of \$1.7 million, 3000 square foot Ambulatory Surgery Unit.
- Managed construction of \$1.2 million, 2500 square foot endo-surgery teaching center.

Nov. 1991 -  
Aug. 1992

### **Director, Patient Relations**

Duke University Hospital, Durham, NC

- Managed patient advocacy program, volunteer program, inpatient escorts, information desk personnel, pastoral care and cultural services. Department composed of 200 full-time equivalents with a \$3.5 million budget.
- Established hospital ethics committee.
- Implemented front-line service excellence training program for 600 employees.
- Reorganized department saving \$200,000 in personnel costs.
- Supervised first centralization of hospital-wide volunteer programs.

## **Memberships**

*Member, Scott & White Round Rock Advisory Board*

*Member, Triangle Healthcare Executives Forum*

*Program Chair, Duke Administrative Women's Network*

*Member, Durham Council for Prevention of Child Abuse*

## **Publications/ Conferences**

*Co-author, "Financial Considerations," published in Medical Care of the Liver Transplant Patient*  
Cambridge, MA: Blackwell Scientific Publications, 1997.

*Presenter, "Third International Conference on Strategic Issues in Health Care Management,"*  
St. Andrews, Scotland.