



Building a better
working world



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Industry lines

Health

Clients

Department of Veterans Administration / Veterans Health Administration
King Faisal Specialist Hospital & Research Centre
Wounded Warrior Project
UnitedHealthcare
EmblemHealth
Horizon BCBSNJ
Ochsner Health System
Kaiser Permanente
Dignity Health

Education

Case Western Reserve University
Master of Business Administration
Walsh University
Bachelor of Science in Nursing

Certification(s)

Registered Nurse, RN

Professional experience summary

Kelly Hawk is a Senior Manager in the Advisory Services practice of Ernst & Young LLP. She has over 16 years health care experience with five years as a clinical nurse and over 11 years managing complex work in a variety of health care settings including academic medical centers, large health systems, integrated delivery networks and health plans. Prior to joining EY, she spent over three years delivering large domestic and international programs in a US News & World Report top four health system. Her experience includes clinical operations, operating model development, high reliability, patient flow design, throughput assessment, productivity benchmarking and staffing analysis and program management. Most recently, Kelly is leading a population health engagement in which EY is providing program management and analytics support through Envision. Within the Advisory Health practice, she serves as US lead for EY's global strategic collaboration with Johns Hopkins University focusing on the development and delivery of high reliability solutions aimed at eliminating patient harm.

Engagement experience

- Led an engagement within the federal health system to define, develop and pilot an operating model for patient safety and clinical quality governance to accelerate their high reliability journey and address high risk findings from an external oversight agency. The team collaborated with stakeholders across three sites as well as national leadership to assess alignment to a high reliability governance and accountability model, develop a future state vision and conceptual model and plan and execute a proof of concept to pilot and refine the proposed operating model. The program engaged over 70 stakeholders across the organizations through the assessment process as well as a facilitated design session with over 30 leaders to co-create the future state vision with follow-up planning and content build with four teams. A pilot was then conducted over four weeks to build competency with the re-designed processes and governance protocols and practice new leadership behaviors integral to realizing the desired safety culture. The resulting operating model facilitated significant progress toward the future state vision as evidence by 20 – 30 point changes in pre- and post-evaluation criteria and remediated key governance deficits identified by external agencies.
- Serving as an engagement manager on a three year project for a not-for-profit organization that has established a national network of four academic medical centers to treat PTSD and TBI in post-9/11 veterans with \$100M of total funding. The engagement is comprised of delivering and sustaining a program management office (PMO) to integrate operational and technical activities across six organizations through a structure that includes five committees with almost 100 stakeholders. Additionally, the team is supporting the network through our advanced Health analytics platform (Envision) which involves aggregating and analyzing demographic, operational and clinical data for veterans treated by the participating medical centers. Kelly has led the stand-up and sustainment of a PMO including governance and supporting tools and processes, structure and organization of six committees, integration with the VA (a public-private partnership) and bi-annual advanced analytics releases.
- Developed a comprehensive business case for a digital strategy for a 1,100 bed two-hospital academic medical center in Riyadh, Saudi Arabia. The business case detailed the scope and associated functional and technical requirements for a leading centralized analytics and operational hub that will use advanced analytics, artificial intelligence and machine learning to more effectively manage inpatient and clinic operations. Additionally, the center will use advanced analytics to improve patient outcomes through predictive modeling and risk analysis; opportunities for commercialization were also included in the business case. The business case also included a five year pro-forma outlining annual operating and capital expenditures and anticipated benefits, strategic roadmap for implementation, vendor strategy and approach for structuring partnerships / joint ventures.
- Led rationalization and initiated development of a project portfolio for a Fortune 15 national health plan. The resulting portfolio synthesized 172 initiatives across the provider network and data management function into nine key strategic programs with potential associated qualitative and quantitative benefits for tracking and monthly reporting to the enterprise executive VP. Additional opportunities for improved program management discipline were presented to the executive sponsor including a centralized approach for benefits management, prioritization of projects based on alignment with strategic goals and increased consistency in success metrics.
- Served as the ICD-10 end-to-end testing lead for a regional health plan serving approximately 3.5M members helping to design and execute a risk-based, multi-phased business validation strategy. The approach included internal end-to-end or integrated testing as well as external testing with provider partners and vendors. Scenarios and test claims data were defined with over 15 distinct business functions based on operational, financial and technical risk. An integrated testing process was developed to include claims entry / pre-process and adjudication through enterprise data warehouses to relevant downstream systems and operations such as customer service, finance and reporting. Testing partner and claims data

selection and boundaries were informed by utilization and spend analyses. This was the organization's first time planning and implementing an end-to-end, risk based testing approach and they were able to successfully pilot both internal and external execution.

- Led an ICD-10 PMO mobilization engagement for a top ranked US health system. The project involved updating the ICD-10 program governance and structure, roadmap, budget and PMO tools and processes based on a one-year delay from CMS. This required collaborating with leadership from Revenue Cycle and IT to understand progress to date, competing priorities and opportunities to partner with the EHR program. All planning work products were approved by the program executive sponsor (VP within Revenue Cycle).
- Managed the Clinical Documentation / Physician workstream in the planning phase of an ICD-10 implementation for a complex provider system. This required partnering with the system CDI Director to develop a strategy which included staffing and productivity impacts, role specific training and education and process and technology remediation. This strategy served as the basis for leading a team of 25 client resources in the development of key planning documents including a charter, roadmap and workplan to guide the implementation activities through CMS compliance.

Other experience

- Managed the development of an operating model for an international greenfield hospital operated by a top US health system. The project involved creation of over 40 current state multi-disciplinary workflows with and without corresponding technology enablers resulting in best and worst case scenarios for opening day operations. These scenarios were presented to the Board for discussion and evaluation of critical project timelines.
- Managed the development of a volume driven, productivity based staffing plan for a 360-bed hospital and clinic operated by a top US hospital resulting in a position control list of approximately 2,900 full-time equivalents. Staffing estimates were required at the position level for every department from opening to eight years post opening for hiring planning, job description development and financial projections.
- Participated in the assessment of a "Center of Excellence" concept and market analysis for a greenfield cardiac surgery specialty hospital business plan in Netherlands. Several gaps were identified including volume requirements, recruitment of top physician talent and quality and outcomes reporting. Recommendations focused on re-projecting based on market size, growth rate and disease prevalence; the recommendations were implemented and the business plan was approved by the government.