



**SCOTT CLAY**  
PRINCIPAL  
HEALTHCARE CONSULTING  
sclay@pyapc.com

## EDUCATION & CREDENTIALS

**Bachelor of Science in Industrial/  
Organizational Psychology**  
*Appalachian State University*

**Master of Business Administration  
Concentration in Finance/Marketing,**  
*Emory University*

**Who's Who Among American College  
Students**

## PROFESSIONAL ORGANIZATIONS

**Healthcare Financial Management  
Association (HFMA)**

**American College of Healthcare  
Executives (ACHE)**

**Georgia Society for Healthcare  
Planning and Marketing**  
Board of Directors, (1997)

With more than 25 years of experience in healthcare senior management and consulting, Scott Clay specializes in strategic and financial planning – helping clients identify strategic options that fit their unique circumstances, assessing the financial impact of the options, and facilitating discussions to reach an agreement on key priorities. He leads projects in strategy and service line development, medical staff development, and financial forecasting/ feasibility. In addition to holding senior-level positions with several national consulting firms, Mr. Clay has served as Director of Strategic Planning for a five-hospital health system and as an administrator for specialty hospitals.

Mr. Clay's clients include community hospitals, multi-hospital systems, academic medical centers, and physician practices. His recent research efforts have been in the areas of physician-hospital alignment, strategic financial planning, and emerging payment models. Additionally, he is a frequent author and speaker on healthcare strategic and financial topics.

## PROFESSIONAL PROFILE

- Provides consulting services to health care organizations
  - Strategic planning
  - Financial analysis and forecasting
  - Feasibility analysis
  - Mergers and acquisitions
  - Hospital/physician alignment
  - Service line development
  - Medical staff development
- Led the development of hospital and system-wide strategic plans, including Board retreat facilitation
- Conducted numerous affiliation studies leading to partnerships, mergers, and acquisitions
- Developed numerous medical staff development plans, developed physician integration strategies, and assessed JV/integration opportunities
- Developed service line business plans for dozens of services including cardiovascular, oncology, orthopedics, and ambulatory services
- Developed assessments and plans for ACO and clinical integration development
- Developed financial feasibility analyses for a wide range of capital projects, including studies used in public bond document offerings
- Conducted service and facility rationalization and repositioning projects to support transition to value-based care
- Prepared bond rating agency presentation materials
- Developed long range financial plans to identify debt capacity and support capital allocation and prioritization
- Conducted studies in response to bond covenant violation.
- Prepared market demand projections and identified growth opportunities for a diverse range of health care services



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