

EXECUTIVE PROFILE

Healthcare executive with extensive experience in leading operational improvements in a variety of healthcare organizations, including for-profit and not-for-profit integrated delivery systems, Hospital Systems, Health Center Services, Physician Organizations, and Managed Care Plans. Performance driven and results oriented leader with a proven record of working with governing boards, physicians, administrative leadership and others to achieve organizational strategic initiatives and business imperatives.

PROFESSIONAL EXPERIENCE

Bay Clinic, Inc.
Hilo, Hawai'i Island

Chief Executive Officer
January 2013 – present

Bay Clinic, Inc. is the only Federally Qualified Health Center (FQHC) serving East and South Hawai'i Island. Hawai'i Island, also known as the Big Island, is larger than all of the other Hawaiian Islands combined, comprising of 62% of the State's total land area. Bay Clinic is the largest FQHC on the Big Island with a service area encompassing 51% of the island, comprising of 58% of the islands total population. Bay Clinic is the sole safety-net provider of primary, dental, and behavioral health care for the communities located in East and South Hawai'i Island.

- Responsible for the overall operations of the organization with a primary focus on financial turn-around, concentrating on moving the organization out of arrears, creating positive cash flow, and ensuring sound fiscal management and reporting of all federal, state, and private grant conditions.
- Improved working capital to monthly expense ratio from (\$24,867) to \$1,337,465 net.
- Directed \$6.2 million in capital projects, including the recently completed Ka'ū Family Health and Dental Center and the soon-to-be deployed Mobile Health Van.
- Oversaw the implementation of the action plan for the successful removal financial conditions from the Federal 330 Health Center Cluster Grant and audit findings.
- Increased bottom line by \$1.1 million in 2013.
- Increased unduplicated patients by 22% (annualized.)
- Increased patient encounters by 33% (annualized.)
- Led successful National Committee for Quality Assurance Primary Care Medical Home Level I and II accreditation and Meaningful Use implementations.
- Implemented sound fiscal policies while also promoting cost-effective services tailored to the unique needs of one of the most ethnically diverse counties in the entire United States.
- Ensure that the organization is in compliance with all regulatory agencies and accrediting bodies while continually monitoring the network's service and delivery system for optimum productivity.
- Promote the fulfillment of the organization's Mission and Values in response to identified needs of the community.
- Foster and/or strengthen partnerships with community, State, and regional government and private partners to address the health care needs of the people of East and South Hawai'i Island.

**Bay Clinic, Inc.
Hilo, Hawai'i Island**

Interim Chief Executive Officer
May 2012 – December 2012

The largest outpatient provider of comprehensive primary care services on the Hawai'i Island and the second largest in the State. The Bay Clinic, Inc. employs 169 (30 providers), serving the districts of North and South Hilo, Puna, and Ka'u, East and South Hawai'i Island. The Bay Clinic network of community health centers offer Adult Medicine, Women's Health, Pediatrics, Dental, Behavioral Health, and Ancillary services.

As Interim CEO:

- Responsible for overall administration, financial, and operational management of organization.
- Increased revenues by 30% in 6 months by identifying key inefficiencies.
- Addressed leadership pipeline gap by hiring new Chief Financial Officer, Information Technology Director, Medical Director and additional Physicians.
- Representing and promoting the organization at the local, state, and national levels.
- Ensuring the organization effectively navigates healthcare reform.
- Compliance with accrediting licensing bodies.
- Lead new site construction and remodeling development.
- Partner with Governing Board of Directors to facilitate vision, mission, and strategic initiatives.
- Ensures that organization is a provider of choice and employer of choice.

**Total Healthcare Center
Tyler, Texas**

Interim Chief Executive Officer
March 2011 – June 2011

Total Healthcare Center is a Federally Qualified Health Center organization that provides Primary Care, Women's Health, Behavior Health, and Children's Dental services. Selected by Governing Board to serve interim 90 day assignment to bridge leadership gap, and to resolve HRSA project conditions.

- Responsible for initiating turnaround strategic plan and addressing immediate operational inefficiencies with day-to-day operations, financial management, and performance analysis.
- Reintroduced detailed job descriptions for administrative management team that clearly defined role, responsibility, and associated accountability.
- Worked directly with clinical services manager to resolve HRSA conditions.
- Redesigned patient flow process for improved efficiency.
- Implemented physician encounter requirement goals.
- Revised 2011 operation budget to reflect new Governing Board of Directors recommendations.
- Reduced use of health center agency staff.
- Completed 2010 Federal Uniform Data System report.
- Obligated HRSA Capital Improvement Program funds for board approved Sage Intergy Electronic Health Record product.
- Hire Interim CFO and additional finance staff to address immediate revenue cycle concerns.
- Established productivity indicator goals for front desk and billing staff.

**Schneider Regional Medical Center
St. Thomas – St. John U.S. Virgin Islands**

Vice President of Ambulatory Services
September 2005 – December 2010

Schneider Regional Medical Center is comprised of a 179 bed acute care hospital, ambulatory health center, and cancer center. Responsible for strategic planning with CEO to implement vertical integration plan in which outpatient financial, operational and recruitment are successfully aligned with hospital goals. Accountable for outpatient services development of specialty clinics and hospital based

health center on St. John. Outpatient services and health center operations include approximately 60 employees (18 physicians), Financial, Emergency room, Adult Medicine, Women's Health, Pediatrics, Radiology, Laboratory, Ophthalmology, Podiatry, Security, Dietary, Materials Management, and Environmental Services.

- Redesigned outpatient delivery model for physician specialty clinics: ophthalmology, podiatry, endocrinology, radiology, and orthopedic services through defining roles and responsibilities and appropriate collaboration of other departments resulting in a professional outpatient model.
- Successfully obtained U.S. Department of Veterans Affairs contract to provide primary care and ancillary services at St. John health center for local and visiting U.S. Veterans.
- Established telemedicine services by contracting with nationally recognized Cleveland Clinic of Florida to increase health center medical access through virtual office services in Rheumatology, Dermatology, Pulmonology, and pre/post evaluations for Cardiac Surgery patients.
- Raised approximately \$400,000 in private capital dollars.
- Reduced health center operating expenses approximately 35% by restructuring cost controls: vendor agreements, agency staff, supply cost, and facilities management.
- Increased health center revenues approximately 60% by leading initiatives to rebuild outpatient Meditech information system for improved physician documentation, and order entry capabilities.
- Restructured health center business office for improved charge capture efficiency, and A/R collections.
- Developed additional revenue streams for outpatient services by initiating professional services agreements with private island resorts to provide exclusive physician and ancillary services.
- Organized affiliation meetings with regional physician groups to increase referral base volume for hospital outpatient services.
- Negotiated physician agreements with primary and specialist providers.
- Significantly improved physician satisfaction scores by providing consistent transparent communication between administration and medical staff.
- Successfully increased outpatient satisfaction scores from 66 to 90th percentile, which resulted in outpatient services having the highest patient satisfactions scores of all SRMC service lines.
- Limited the use of agency nurses in all clinical areas under my responsibility.
- Successfully led health center in gaining Joint Commission Accreditation for all health services with no RFI's during my tenure.

**Samuel U. Rodgers Health Center
Kansas City, Missouri**

***Chief Operating Officer*
January 2003 – July 2005**

Samuel U. Rodgers is a comprehensive health center organization that offers primary and specialty care services. Maintained daily operations of eleven (11) site locations, a staff of approximately 200 employees (28 providers) with a budget of approximately \$16 million. Served as government liaison by representing organization on local, state, and national legislative levels to lobby for increased funding and to provide testimony before legislative committees regarding significant uncompensated care levels. By resolving patient flow inefficiency, upgrading medical equipment and aligning physician salaries with fair market value, physician relations were improved significantly during my tenure.

- Led senior leadership team with CEO to prepare annual Bureau of Primary Health Care report to maintain federal funding.
- Restructured and renegotiated company vendor contracts which provided a company savings of approximately \$200,000 annually.

- Developed efficient cost controls: professional agreements, information services, medical supplies, and marketing.
- Increased cost based reimbursement by restructuring FQHC Medicaid and Medicare compliance accountability for organization satellite locations.
- Assembled task force committees to prepare for Joint Commission survey, which led to successful accreditation for organization.
- Established and maintained operating policies and procedures, lines of communication, and coordination of successful management of health center activities.
- Led bi-weekly department head meetings to analyze budget variance, volume, personnel, and capital equipment issues.
- Presented operational dash board reports to Board of Directors on a monthly basis.
- Worked in conjunction with health center CFO to implement annual health center charge master modification for improved charge capture.
- Led transition team to developed satellite dental center, which increased health center encounters.
- Completed all change of scope applications to meet federal guidelines of HRSA.
- Directed activities to collect statistical data of health center operations; promoted evaluation and use of such data as a management tool for planning, programming, management and operation of \$16 million budget.
- Evaluated the utilization of space in the facility, developed plans, directed implementation of any relocations, expansions or other adjustments to accomplish efficiency and/pleasant environments.

EDUCATIONAL BACKGROUND

Harvard Business School

Executive Education Program

Managing Health Care Delivery – Modular 1, 2, and 3

Meharry Medical College

Masters, Public Health Administration

Philander Smith College

Bachelor's Degree, Secondary Education

AFFILIATIONS:

- American College of Health Care Executives
- National Association of Health Service Executives
- National Association of Community Health Centers
- Kappa Alpha Psi Fraternity, Inc.

COMMUNITY SERVICE:

- AlohaCare Board Member
- Hawai'i Primary Care Association Board Member
- Member of the Association of Asian Pacific Community Health Organizations (AAPCHO)
- Member of the AAPCHO Board Research Committee