

---

## OBJECTIVE

---

Provide an overview of experience and credentials.

---

## SKILLS & ABILITIES

---

Extensive knowledge of senior living. Licensed Nursing Home Administrator and licensed Assisted Living Administrator.

Strong leadership skills; works well both collaboratively and individually.

Comprehensive understanding of processes and how to maintain and improve quality senior living and senior services, and the financial strength and requirements for the companies.

Knows the right questions to ask, the right concerns to address, and the right steps to take to ensure good decisions are made and satisfactory implementation is achieved.

Involvement in community and industry leadership programs and organizations.

---

## EXPERIENCE

---

January 2019 – Present      President & Chief Executive Officer, *Arcadia Family of Companies*

- Responsible for developing and ensuring the implementation of the company's strategic plan that aligns our goals and internal/external programs for each operating company with our mission, vision, and core values; prepares analysis and customized plans of action for the maintenance and development of all properties; maintains financial systems and performance at levels that will meet all bond, bank, and accreditation requirements and provide finances for growth; selects, employs, develops, and mentors managerial personnel who manage the operating companies; reports organizational performance on a timely basis to the Board of Directors; and keeps Board members apprised of industry trends and issues, and potential future directions for Arcadia and its family of companies.
- Successfully navigated the organization through the COVID-19 pandemic.

- March 2017 – December 2018 Chief Operating Officer, *Arcadia*
- Responsible for the day-to-day operating activities, including revenue and sales growth; expense, cost and margin control; and, achieving monthly, quarterly and annual financial results with acceptable operating and capital ratios.
  - Successfully implemented a new Arcadia Leadership Team due to the retirement of incumbent COO in February 2017.
- November 2010 – February 2017 Chief Operating Officer, *15 Craigside*
- Assisted with pre-sales, and organized operational staff to open, run and stabilize resident services and daily operations.
  - Staffed, opened and moved in residents to 15 Craigside and achieved stable occupancy within the first year.
- March 2006 – November 2010 Director of Marketing & Outreach, *Arcadia*
- Responsible for marketing and sales of the family of companies including Arcadia, Central Union Church Adult Day Care & Day Health Center, Kilohana Senior Enrichment Center, Arcadia Home Health Services and pre-selling 15 Craigside.
  - Achieved 70% pre-sale requirement for 15 Craigside so that financing closed and construction began in September 2009.
- January 2004 – March 2006 Assistant Administrator, *Arcadia*
- Assisted in planning for all activities and departments of the Health Care Center, subject to federal and state rules and regulations to ensure proper health care services for the residents.
- October 2001 – January 2004 Administrator in Training, *Arcadia*
- Became the first Administrator in Training candidate at Arcadia with the purpose of gaining knowledge and experience required for licensure as a Nursing Home Administrator.
- January 2001 – October 2001 HR Clerk, *Arcadia*
- Assisted as part time employee with various clerical duties in the HR department.
- July 1998 – September 2000 Human Resources Representative, *First Hawaiian Bank*
- Responsible for staff recruitment for Central and West Oahu and Neighbor Islands.

## EDUCATION

---

High School Diploma, Honolulu, HI, *Iolani School*, 1988-1994

BA History, Santa Clara, CA, *Santa Clara University*, 1994-1998

MBA, Honolulu, HI, *Hawaii Pacific University*, 1998 - 2001

Advanced Certificate in Gerontology, Honolulu, HI, *University of Hawaii, Manoa*, 2003

## LEADERSHIP

---

Kokua Mau, Board Member, 2024

Hawaii Pacific University's Women's Executive Leadership Council, Member, 2021 – Present

- The Council pairs students and young alumni with experienced executive leaders who can offer them guidance. Mentors are tasked with facilitating leadership development among HPU undergraduate and graduate students through:
  - Intentional pairing of female HPU students and young alumni with executive women in a variety of industries
  - Focused conversations and programming designed to encourage self-confidence, self-efficacy, and leadership ambition among HPU's female students and alumni
  - Mentoring, networking, and career development opportunities designed to promote female students and alumni to leadership positions in the state of Hawai'i

PBN Women Who Mean Business Honoree, 2021

Omidyar Fellow, 2020

- The Omidyar Fellows Program is designed to build stronger leaders, more effective organizations, and cross-sector connections that are necessary to collectively affect societal change.

Oahu Workforce Development Board, Member, 2020 – 2024

- The Oahu Workforce Development Board (OWDB) focuses on supporting business growth. As businesses thrive, there is job growth. With job growth, the number of employment opportunities for everyone is enhanced -- at all skill set levels and a diversity of abilities.

Policy Advisory Board for Elderly Affairs, Member, 2013 – 2017, 2017 – 2021, 2022 - 2026

- Member of the PABEA's Legislative Committee, 2013 - Present

Central Union Church Council, 2012-2017

- Chair of the Personnel & Pastoral Relations Committee (2013-2016)
- Chair of the Council (2016-2017); Vice Chair of the Council (2014-2016)
- Following Council term, between 2017 and 2019 worked to merge

Windward United Church of Christ with Central Union. Merger went through in mid-2019.

Hawaii Pacific Gerontological Society, Member, 2003 – Present

- HPGS President, 2012
- Chair of HPGS' Biennial Conference 2014
- Co-Chair of HPGS' Biennial Conference 2016

Pacific Business News Forty Under 40, 2014

Pacific Century Fellow, 2010