
RETIRED HEALTH AND HUMAN SERVICES EXECUTIVE

PROFESSIONAL EXPERIENCE IN HAWAII

Hawaii Health Information Corporation, Honolulu, HI

PRESIDENT/CEO (July 2010 –2018)

- **Provided direction, leadership and vision to achieve the mission of HHIC.** Directed the policy operations of a non-profit state data organization that provided database and analytic services to healthcare providers in Hawaii. With the Board of Directors, established and implemented strategic goals and objectives designed to improve the quality of healthcare in Hawaii through the collection, management and analysis of data.

Major Projects/Achievement

- ** Relocated company offices from Class B building in poor location to Class A building in center of Honolulu with no increase in costs**
- ** Implemented marketing agreement with the DataGen affiliate of the New York Hospital Association** that increased the range of products offered to HHIC's subscribers
- ** Expanded HHIC analytic services to meet growing demand in Hawaii.** Includes provided analytic and data services to hospitals, health plans and federal projects. Implemented new Medicare data capacity.

State of Hawaii, Department of Health, Honolulu, HI

DIRECTOR/CEO (June –December 1994)

Served as CEO and governing officer for 6500-employee public health and environment agency with 80 major statewide programs. Managed \$500+/year million budget. Responsible for infectious disease control, health promotion/ disease prevention, maternal and child health, laboratory services, public health nursing, mental health/substance abuse, developmental disabilities, emergency medical services, vital records, health insurance for the uninsured, hospital certification and licensing and administrative/policy services. Also directed 1500+bed statewide public acute and long-term care hospital system and served as Hawaii's chief environmental officer, including all EPA-related pollution control, environmental and food and drug safety programs.

Major Projects/Achievements

- ** Implemented "zero tolerance" policy toward patient abuse following allegations of abuse at Hawaii State Hospital.** Coordinated tri-agency task force to institute changes necessary to enforce policy.
- ** Reduced department's budget by \$9.5 million in response to state fiscal crisis.** Absorbed cuts with no negative impact on department's clientele.
- ** Resolved administrative and leadership problems within a major departmental division.**

State of Hawaii, Department of Health, Honolulu, HI

DEPUTY DIRECTOR FOR HEALTH RESOURCES (April 1987 through May 1994)

- **Supervised several line divisions and staff offices including the State Health Insurance Program (SHIP),** emergency medical services, vital records, state laboratories, health facility licensure. Responsible for \$51 million budget and 250 program staff. From 1987-89, managed all maternal and child health, school health, public health nursing, infectious disease, and other public health programs with a budget of \$120 million and 750 staff.

- **Directed department-wide planning, policy development and legislative relations. Assisted in development of new programs and interdepartmental innovations.**
- **Coordinated departmental programs with Hawaii's Medicaid agency and managed relations with Federal government.**

Major Projects/Achievements

**** Implemented SHIP nine months after its enactment into law in 1989. As the first statewide health insurance program for the uninsured in the nation, SHIP provided for universal access to health coverage and helped lower the state's uninsured rate to 2-4% by 1993. Assisted with consolidation of program into new MedQuest program in 1993-94.**

**** Instituted Hawaii's Interdepartmental Cluster for Severely Disabled Youth in 1987 to bring together the top leadership level of state agencies representing health, human services, education and judiciary to address the needs of severely disabled youth whose needs (most often behavioral) could not be met by other available programs.**

**** Improved access to information on available health and human services through Hawaii Access (a system of touch-screen computer kiosks) and ASK-2000, a public-private partnership of health and human service agencies to provide 24/7 information and referral through one statewide toll free telephone number.**

**** Served on President Clinton's First Term Transition Team. Completed management audit of Health Care Finance Administration**

**** Supported Hawaii's national and Hawaii focused health reform efforts as Governor Waihee's Health Reform Manager, including his work in National Governors Association health reform efforts.**

PROFESSIONAL EXPERIENCES IN THE US MAINLAND

State of Maryland, Department of Health and Mental Hygiene, Baltimore, MD

CHIEF OF STAFF, PUBLIC HEALTH SERVICES, Secretary's Office (July 2009 through June 2010)

- **Planned, directed, organized and managed day-to-day operations of public health services for the State of Maryland, including maternal and child health, community health, HIV/AIDS, family health and primary prevention, laboratories and emergency response. Provided oversight and coordination to all 24 local health departments, administration of the public health budget (\$410 million in FY 2009), legislative liaison activities for public health, special studies and other duties as required. Supervised Departmental staff assigned to support this function in various Departmental public health organizations. Represented the Department's public health focus in meetings and activities of national/state public policy organizations.**

Major Projects/Achievements:

**** Developed organizational and policy development structure for the State/local public health response to the 2009 H1N1 pandemic, organized response efforts including editing weekly data report to the Governor on the status of the disease and the response efforts in Maryland, coordinating the response of the local health departments and overseeing various other aspects of the response.**

**** Directed organizational development of the new Office of the Deputy Secretary for Public Health, including establishing a plan for coordination of the work of the three divisions, two staff offices and twenty-four local health departments making up the public health infrastructure for the State of Maryland.**

DIRECTOR, COMMUNITY HEALTH ADMINISTRATION (July 2007 through June 2009)

- **Provided direction and leadership to 120-person, \$92 million organization responsible for basic infectious disease, environmental health and food safety functions for the State of Maryland. Supervised policy and operations of communicable disease surveillance, response and control, environmental health, and food/consumer product safety. Administered over \$60 million in state aid to counties for public health. Supervised five direct reports.**

Major Projects/Achievements:

**** Led a smooth implementation of Clean Indoor Air Act (CIAA) which banned all smoking indoors, including bars, clubs and restaurants and establishes county-based enforcement efforts. The Act was effective February 1, 2008 and was preceded by a statewide campaign to inform affected businesses and organizations of**

their obligations under the Act and to educate the public about reporting and other details. Supervised development and implementation of a regulatory framework to administer and enforce the law.

**** Established a food defense capacity in the Community Health Administration's Office of Food Protection and Community Health Services to address food security issues in Maryland.**

**** Crafted the procedural infrastructure to implement the requirements of HB 278-08, which enabled public organizations to contract with health plans to provide services to health plan members.**

Association of Maternal and Child Health Programs (AMCHP), Washington, D.C.

CHIEF EXECUTIVE OFFICER (January 2004 to January 2007)

- **Provided direction, leadership and vision to achieve the mission of AMCHP(composed of State Directors of Maternal and Child Health Programs in the US & State territories). Directed the organization to meet objectives effectively and efficiently. Implemented the strategic goals and objectives established by the Board of Directors. .**

Major Projects/Achievements:

****_Charted a new five-year strategic plan that clarified AMCHP's mission and established strategies to ensure accomplishment of member priorities. Improved staff relations with the Board and diffused long-standing conflicts between the two.**

****_Improved finances. Completed fiscal years with budget surpluses. Developed and implemented new investment strategy to achieve a higher return on previously unmanaged reserves. Developed new budget reports to support grants management.**

**** Stabilized AMCHP's funding base by securing three new five-year federal cooperative agreements.**

TennCare Bureau, State of Tennessee, Nashville, TN

ASSISTANT COMMISSIONER FOR DELIVERY SYSTEMS (July 2001 through November 2002)

- **Directed all aspects of the \$5.3 billion TennCare medical and behavioral health delivery system, including oversight and management of contracts with managed care organizations, behavioral health organizations and supervision of long-term care, pharmacy benefit and quality assurance programs for 1.4 million TennCare members.**

Family and Social Services Administration, State of Indiana, Indianapolis, IN

SECRETARY/CHIEF EXECUTIVE OFFICER

(May 1999 to June 2000)

- **Headed the Family and Social Services Administration, the largest agency in Indiana state government, with a budget of \$4.6 billion and a staff of 11,000. Administered 157 state and federal programs with 150 field offices across the state. Responsible for: Medicaid, mental health/substance abuse programs for adults and children, developmental disabilities, welfare reform, child welfare, children's health insurance, long-term care and seniors' programs.**

Major Projects/Achievements

****Effected Indiana's health insurance program for children (SCHIP), by developing coverage to insure children with family incomes to 200% of the federal poverty level.**

****Led development and implementation of a unique "staged" approach to recertify a State developmental center that had been decertified by HCFA. The plan emphasized effecting active treatment processes in place of the domiciliary care that had been the standard. This tactic resulted in recertification of the facility.**

****Established the "FaithWorks" program, which used TANF funding to support efforts by the faith community to assist the working poor.**

****Executed a program of tobacco retailer inspection to prevent underage purchase of tobacco. The effort lowered Indiana's Synar non-compliance rate from 26.7% to 21.7% in one year.**

****Commissioned and directed Indiana's first statewide survey of insurance coverage levels of its population.**

DEPUTY SECRETARY FOR POLICY AND RESEARCH

Developed and managed new projects outside the scope of existing organizations.

Major Projects/Achievements

- **Served as Chair, Health Insurance for Indiana Families Committee, developed a proposal for expansion of coverage to uninsured parents that passed the Assembly and was signed into law by the governor.**
- **Led statewide planning process for Indiana's plan for community integration of persons with disabilities.**

NOTE: Awarded Indiana's "Sagamore of the Wabash", the Governor's highest public service award, in recognition of achievements at the Family and Social Services Administration.

California Medical Association, San Francisco, CA

SENIOR VICE PRESIDENT/CHIEF OPERATING OFFICER (July 1995 to August 1998)

- **Served as the #2 executive for major statewide professional association with 32,000 physician members. Directed human resources, information technology, investment/financial management, budgeting/planning (\$12 million budget), facilities, communications, member relations, policy development and administrative support (40 staff)**

Major Projects/Achievements

- **Installed new restructuring plan and budget, achieving surpluses after four years of deficits. Consolidated facilities and saved 5% of budget in expenditures.**
- **Implemented new defined contribution pension plan to replace underfunded defined benefit plan and effected a financial strategy to adequately fund and close old plan.**
- **Effected new standards for association purchasing and personnel management systems for classification and compensation.**
- **Carried out the association's first strategic planning activities and conducted physician survey of attitudes toward HMOs and IPAs**

OTHER PROFESSIONAL EXPERIENCE

- **Consultant, Marin County (CA) Department of Health and Human Services (1999).** Assisted Department with development of a community health survey.
- **Consultant, Department of Education, State of Hawaii (1995).** Assisted State Department of Education in developing a plan to address the Felix agreement to serve the special health needs of children with mental health concerns in the Hawaii public schools.
- **Assistant to the Director of Health, Department of Health, State of Hawaii (DOH) (1981-87).** Served as legislative liaison, directed Department's planning activities, staffed the State Board of Health, conducted special projects.
- **Program Evaluation Analyst, Administrative Services Office, Department of Health, State of Hawaii (1979-81).** Provided technical oversight to two of department's largest divisions on budgeting and management, and organizational issues.
- **Director of Research and Evaluation, Kalihi-Palama Community Mental Health Center Branch, Department of Health, State of Hawaii, (1976-79).** Directed needs assessment, development of management information system and evaluation of the programs and services of a federally-qualified community mental health center.
- **Political Science Lecturer, Part-time. University of Hawaii system and Chaminade University of Honolulu. (1975-1986).** Taught courses in political science and public administration.

EDUCATION

Ph.D. (Political Science), University of Hawaii & Scholarship Grant from East-West Center, Hon. HI
BA (Political Science- High Honors), St. Vincent College, Latrobe, PA.

APPOINTMENTS

- **Chair, Children's Health Policy Board, State of Indiana (1999-2000)**
- **Member, Indiana Team, National Governors Association (NGA) Welfare Reform Academy (1999-2001)**

- **Member, Hawaii State Water Commission (June to December 1994), Chaired Commission in November, December, 1994
- **Member, Staff Advisory Council, NGA Task Force on Health Care (1992-1994), (1990-1991)
- **Member, Management Committee, Assn. of State and Territorial Health Officials (ASTHO) (1989-1994)
- **Chair, Governor's Sub-Cabinet Working Group on Health Reform, State of Hawaii (1991-1994)
- **Member, Rural Health Advisory Panel, Office of Technology Assessment, U.S. Congress (1988-1989)
- **Member, Statewide Health Coordinating Council, State of Hawaii (1984-1989; Vice Chair 1987-89)

RECENT ORGANIZATIONAL MEMBERSHIPS

- **Board member, Hawaii Health Information Exchange, (2010 to 2018); chaired Legal Policy committee and served as member of the organization's Executive Committee
- **Board Member, Mountain Pacific Health Foundation 2014-2021; Chaired Board in 2019 and other officer roles from 2015-2018. Served on Executive Committee from 2015-2020.
- **State of Maryland representative to the Association of State and Territorial Local Health Liaison Officials (2007-2010)
- **Member Affiliate Council, ASTHO (2004-2007)

PUBLICATIONS

- 1) "Hawaii's Employer Mandate and Its Contribution to Universal Access," with J.C. Lewin, MD in the Journal of the American Medical Association, May 19, 1993, Vol. 269, #19, pp. 2538-43.
- 2) "Federal and State Initiatives in Health Care Reform: Lessons from Hawaii," with J.C. Lewin, MD, in Decisions in Imaging Economics, Vol. 5, #4, Fall 1992, pp. 22-24.
- 3) "Lessons from Hawaii's Health Care System," in Journal of Health Care Benefits, September/October, 1994, Vol.4, #1, pp. 1—13.
- 4) "Implications of National Health Expenditure Estimates on State Policy: Concerns from a Small State," with J.C. Lewin, MD in Journal of Health Affairs, Winter 1995, Vol. 14, Number 1.
- 5) Guided Study Course in State and Local Government. Honolulu: University of Hawaii, 1982.
- 6) National Attributes and Behavior. Beverly Hills: Sage Publications, Inc., 1979. With R.J. Rummel, Sang-Woo Rhee and George E. Omen, Jr.