

JOB TARGET: Senior Executive Position in a Healthcare Organization

PROFESSIONAL EXPERIENCE: Passionate, highly skilled, and proven health care executive who embraces leadership concepts of organizational improvement and excellence through the creation of a positive/supportive work environment, an organizational culture of accountability, and a commitment to evidence based decision making.

COMPETENCIES/CAPABILITIES:

- Broad based experience in hospital and clinic administration, information and communication systems development, personnel management, and fiscal management
- Excellent conflict resolution skills
- Excellent written and verbal communication skills
- Excellent presentation skills
- Adept at collaborating with inter-disciplinary teams to facilitate and establish protocols and procedures for departmental and/or system processes
- Flexible in prioritizing projects and workload
- Excellent budget and cost management and skills
- Excellent negotiation skills with contracts and labor unions
- Chaired or actively participated on: Accounts Receivable Taskforce, APC Taskforce, Joint Information Steering Committee, Imaging Report Turnaround Project, Employee Injury Review Committee, Ventilator-Associated Pneumonia Team, Hospital Association Emergency Preparedness Committee, Cost Reduction Taskforces, Union Negotiations for Security, Environmental Services, Radiology Technicians, Respiratory Technicians, Maintenance, Central Services, and Nursing
- Managed and negotiated outsourcing service contracts for: Biomedical Engineering Services, Sodexo Hospital Support Services, Clinical Laboratory Services, Pathology Services, Radiology Services, Central Services, and Emergency Physician Services
- Served as interim Safety Officer and Safety Program manager
- Managed service contracts for environmental, engineering and security services for outlying clinics and Hospice Program
- Skilled in development of RFP documents (e.g. Biomedical Engineering Services, Facility Support Services, Corporate Fleet Automobile Maintenance Services, and Infection Control Services)
- Capable of supervising multi-facility hospital support services and hospital based clinical services
- Managed multiple construction projects (telemetry renovation, inpatient dialysis unit, gift shop renovation, and outpatient dialysis training facility)
- Managed multi-specialty physician clinics at St. Francis Medical Center-East and St. Francis Medical Center-West
- Implemented organizational culture change processes utilizing Studer Group principles ("Hardwiring Excellence" and "Straight A Leadership")
- Keen understanding of governance issues with emphasis on organizational goal alignment
- Excellent relationship with governance bodies (Board of Directors)
- Knowledgeable of legislative processes and can navigate through the local political process
- Adept at facilitating and implementing strategic planning processes at the governance and operational level
- Excellent physician relationship building skills
- Excellent change management skills
- Excellent mentoring skills through "managing up" principles
- Organize and coordinate a system wide ICD-10 readiness/implementation initiative
- Facilitate and organize board level strategic planning activities
- Excellent Federal contract management skills utilizing project management tools
- Excellent federal and state contract negotiation skills
- Keen knowledge of CMS quality initiatives and ability to interpret CMS quality regulations
- Knowledgeable of the CMS Quality Payment Program

ACCOMPLISHMENTS:

- Cost savings of roughly \$1,000,000 in operational efficiencies and restructuring
- Achieved staff reduction of 300 FTEs through implementation of aggressive staffing standards
- Achieved minimal turnover of management staff through restructuring/reductions
- Successfully negotiated outsourcing contracts for support services
- Coordinated RFP review and analysis process for key services
- Guided the Environment of Care Program through three Joint Commission surveys with no type one findings
- Coordinated the closure of self-op laundry operations
- Development of managers and supervisors to lead roles
- Negotiated outsourcing of clinical services resulting in \$125,000 savings per year
- Safely developed standards and procedures for pharmacy formulary
- Managed and controlled an operating budget of over \$10 million and staff of over 375 FTEs
- Coordinated construction planning and project implementation within budget
- Worked closely with all revenue departments to enhance charge capturing systems to maximize revenue
- Stabilized support service division through major restructuring initiatives (minimal turnover)
- Coordinated and operationalized online pharmacy charge system - paperless system
- Developed and administered credit and collection policies and procedures
- Enhanced outpatient ancillary services account collection, provided filing estate probate claims, and further administration of accounts receivable collections
- Obtained grant-in-aid funding for a special child abuse program from the Hawaii State Legislature resulting in ongoing Department of Human Services support funding
- Implemented organizational wide budget process at Kahuku Medical Center
- Implemented revenue cycle improvement processes at Kahuku Medical Center resulting in a 30% cash collection rate improvement
- Successfully Implemented a "high performance culture" at Kahuku Medical Center utilizing Studer Group principles
- Successfully negotiated a "business partner" contract between Kahuku Medical Center and Studer Group
- Improved Kahuku Medical Center's CMS Long Term Care Star rating from two stars to four stars over three years
- Provided leadership to HHSC subsidiaries resulting in improved financial performance and structured capital planning
- Successfully developed and mentored a senior level staff person to succeed me as Administrator of Kahuku Medical Center (18-month process)
- Executed contracts with state and federal partners to leverage CDC and HRSA grant funding
- Established pacific territory partner relationships to expand CMS support services
- Established a high-performance culture in the Hawaii Office of Mountain Pacific Quality Health (QIN-QIO)
- Developed and executed a strategic plan for Hawaii Health Systems Corporation – Kauai Region resulting in financial improvements (income statement and balance sheet) and overall clinical improvements in key metric domains over a five year period
- Implemented a "high performance culture" at Hawaii Health Systems Corporation – Kauai Region

Employment History:

March 2018-Present

Hawaii Health Systems Corporation
Chief Executive Officer – Kauai Region

January 2016-February 2018

Mountain Pacific Quality Health Foundation
Hawaii State Director

December 2006-December 2015

Hawaii Health Systems Corporation

Corporate Executive Director of Operations
Corporate Chief Operating Officer (January 2010-June 2011)

March 2008-July 2011

Kahuku Medical Center

Chief Executive Officer/Administrator

March 2003-November 2006

Hawaii Pacific Health

Child At Risk Evaluation Program, Program Manager

September 2001-August 2002

St. Francis Healthcare System

Corporate Director of Support Services

May 2001-August 2001

St. Francis Healthcare System

Assistant Hospital Administrator

March 1990-April 2001

St. Francis Healthcare System

Vice President of Clinical Support Services

March 1982-February 1990

St. Francis Healthcare System

Assistant Hospital Administrator

May 1980-August 1980

U.S. Public Health Service

Public Health Officer Trainee

September 1978-September 1979

Kapi'olani Medical Center for Women and Children

Special Projects Assistant (Administrative Intern)

September 1978-September 1979

Rehabilitation Hospital of Pacific

Evening Coordinator

EDUCATION:

University of Hawaii
M.P.H. Health
Services Administration and Planning

California State University
Long Beach California
BA, Social Welfare Policy
Administration

SELECTED ACADEMIC/PROFESSIONAL AWARDS/AFFILIATIONS:

Fellow (FACHE)

Member

Member (Past)

Member (Past)

Member (Past)

Board of Director (Past)

Licensed Nursing Home Administrator (NHA)

Vice Chair Board of Director

Board of Director

Board President

American College of Healthcare Executives

Healthcare Association of Hawaii

West Oahu Sub-Area Health Planning Council

Hospital Association of Hawaii Emergency Planning Committee

Hospital Association of Hawaii Long Term Care Committee

Hawaii Chapter of the American College of Healthcare Executives

State of Hawaii

Kahuku Medical Center

Alii Community Care

Kauai Region Medical Group