



Executive Profile

Experienced physician leader with demonstrated ability to develop common vision, clear mission, performance measures and evidence based approach to facilitate achievement of organizational goals, performance improvement and patient satisfaction.

Skills Highlights

- Facilitative leadership
- Mentoring and teaching
- Partnership development
- Performance measurement and improvement
- Deep understanding of health care systems: past, present and future
- Organizational culture of safety assessment and improvement
- Community health measurement, data analysis and interpretation
- Community health needs assessment development
- Community health improvement using evidence based strategies
- Community engagement in improvement
- Nonprofit board governance development
- Nonprofit hospital community benefit documentation
- Health data report review and editing
- Strong written and verbal communication skills
- Fund development and grant writing
- Basic computer skills: word, excel, power point, outlook

Core Accomplishments

Collaborated to develop organizations to address community needs

- *North Hawaii Community Hospital (NHCH)*— as one of several founding board members, authored mission, co-chaired the Hawaii State Legislature \$12.5 Million Grant in aid, co-authored Certificate of Need, recruited new community leadership. *Hawaii Health Information Corporation (HHIC)*— as a founding board member, increased awareness of the need for a Hawaii statewide hospital discharge data base to help communities and hospitals improve regional healthcare service planning; authored the mission; facilitated the program development committee; developed multi-stakeholder partnerships including physicians, hospitals, health plans; identified a feasible model of similar organization in Maine; developed governance structure, funding strategy, and helped to obtain funding.
- *North Hawaii Outcomes Project*—as project director, developed comparative community health profile and website with community Health information; distributed an average of 300 hard copy reports/year and 40,000 visits/year to website; engaged community in determining priorities for improvement, increased community awareness of the social determinants of health especially the influence of the 13th year of education on reducing population death rates, and increased community focus on educational attainment as a key strategy to both health and community development.
- *Hawaii Island Healthcare Alliance*—as founding member helped to engage key health stakeholders collaboratively to improve access to primary care on Hawaii Island and to align legislative policy efforts.
- *Hawaii Island Beacon Community*—as board member helped to clarify measures of success for improving access to primary care and to develop strategy to sustain the island wide collaborative effort to improve access and quality of care.

Facilitated Performance improvement

- *NHCH* -- As Chief of Staff, served as Chair of Performance Improvement Committee, and lead successful first Joint Commission survey.
- *HHIC*- As first Medical Director used data to drive performance improvement in physician study groups in Cardiology and OB services.
- *NHOP Motor Vehicle Crash Reduction Group Facilitator*— As Group facilitator developed island wide multi-stakeholder group known as the Motor Vehicle Crash Reduction Group which worked with county and state leaders and agencies to increase awareness of the high traffic death rate in Hawaii County, identify evidence based strategies for improvement, and performance measures for tracking progress; contributed to the 52% decrease in the traffic death rate in Hawaii County over the past decade.

Facilitated Legislative policy development

- Co-chair of effort to obtain \$12.5 million grant in aid from Hawaii legislature for NHCH
- Developed multi-stakeholder process to align traffic safety stakeholders for more effective advocacy helping to pass more than ten new traffic safety laws in past ten years

Facilitated development of multi-stakeholder groups to address community needs

- Motor Vehicle Crash Reduction Group
- Hawaii Island Healthcare Alliance

Professional Experience

February 2013- present

Health Outcomes LLC, Director small consulting business. Lead strategic planning process for Hospice of Hilo resulting in revised mission, vision, values and organizational metrics.

August 1999 – February 2013:

North Hawaii Outcomes Project, Project Director for the *Earl & Doris Bakken Foundation*;
Project closed in 2013, because of inadequate funding (See above.)

August 1987- July 1999:

Waimea Medical Associates, Private Practice Internal Medicine in small group practice

- As clinician managed own patients across continuum in out-patient small group practice setting, two emergency rooms and acute hospital.
- Responsible for call coverage of own patients on week days and covered partner's patients on weekend and holiday call days, covered hospital call for unassigned patients on assigned call days.

1993 -1995 (concurrent):

Hawaii Health Information Corporation, Medical Director, concurrent with clinical practice,

1984 – 1987:

University of Hawaii, John A Burns School of Medicine, Associate Faculty

- Taught, supervised and mentored internal medicine residents and medical students at Queen's Medical Center and Queen Emma Clinic.

August 1999 to 2013

Director - North Hawaii Outcomes Project / Earl & Doris Bakken Foundation – Kamuela, Hawaii

- Developed a community health measurement system / needs assessment based on Institute of Medicine national model, with quantitative and qualitative Hawaii comparative data, community selected priorities, assessment and recommendations; updated community health profile every two years.
- Developed website with community health profile, and information to support grant writing, resource allocation and community health improvement; website: www.nhop.org
- Facilitated community health prioritization and improvement in selected priority areas.

August 1987 to July 1999

Internist in Clinical Practice - Waimea Medical Associates – Kamuela, Hawaii

- Managed own patients in an out-patient small group practice setting, two Emergency Rooms and Hospital
- Responsible for call coverage of own patients on week days and partners patients when on call on weekends and holidays
- Covered hospital call for unassigned patients on call days

Faculty Appointments

2008

Dartmouth University

Center for Clinical Evaluative Sciences – Associate faculty

2004

University of Minnesota - Associate Faculty

1983

University of Hawaii John A. Burns School of Medicine- Associate Clinical Faculty

Education

UH Internal Medicine Medical Residency Program [REDACTED]
John A. Burns School of Medicine [REDACTED] MD
University of Hawaii [REDACTED] Physiology
Williams College [REDACTED] BA Political Science
Smith College [REDACTED] when transferred to Williams College

Community Service

- Hawaii Island Beacon Community Board, 2009 - 2014
- Hawaii Island Healthcare Alliance, 2008 – current, www.hawaiihealthcarealliance.org/
- Governors' Health Transformation Council, May 2012- current
- Hawaii Graduate Medical Education council, April 2012- current
- North Hawaii Community Hospital 1988 - 2002, (Second term 2009- 2012)
- Hawaii Health Information Corporation Founding board member (1993-1995)
 - Physician Advisory Board, 1996 - 2004
- Daniel Hanley Center for Health Leadership, Founding board member, 2006 – 2008
www.hanleyleadership.org/
- North Hawaii Women and Children's Services/ Hawaii Learning Resource, Founding board member, (1999-current)
- State of Hawaii Board of Health, 1990 - 1998
- HMSA PRO Advisory Task Force, 1997-1998
- North Hawaii Hospice, 1988 - 1991
- Task Force for Development of Statewide Health Database (Co-Chair), 1992
- Hawaii Quality and Cost Control Consortium, 1992
- University of Hawaii, John A. Burns School of Medicine, Admissions Committee, 1983-1986
- Statewide Trauma Advisory Committee, 2010 - 2012
- Big Island Trauma Advisory Committee, 2010 - 2012
- Hawaii State Traffic Highway Safety Plan Core Committee, 2006 – present
- Hawaii Injury Prevention Advisory Committee, 2007 - present
- Department of Health Cardiovascular Disease Data Committee, 2006-2008

Awards

- Nominated for Women in Business Advocate Award, for work establishing North Hawaii Community Hospital- largest employer in North Hawaii - 1998
- Neurology Resident of the Year, University of Hawaii Integrated Medical Residency - 1982
- Intern of the year, University of Hawaii Integrated Medical Residency Program - 1980

Medical License

[REDACTED]
Internal Medicine
MEDICAL LICENSURE: Hawaii # 4508

Professional Affiliations

Hawaii Medical Association, 1983 - 2003, 2007-current
American Society for Quality Control, Hawaii Chapter, 1993
American College of Physician Executives, 1995 - 2004
Association for Community Health Improvement 2005-current