

Paula Emiko Yoshioka



EDUCATION

Masters of Business Administration
California State University, Dominguez Hills

Bachelor of Science, Finance
California State University, Sacramento

CAREER PROFILE

Executive administrator with over 25 years' experience in managing all facets of administrative organizational functions in health care non-profit organizations including budget development and implementation, human resource management, information technology, contracting, volunteer services, capital improvement projects and plant operations. Strength in systems development, improved financial operations and strategic planning.

PROFESSIONAL EXPERIENCE

HOSPITAL AND EXECUTIVE HEALTHCARE ADMINISTRATION

Sr. Vice President, Corporate Development
The Queen's Health Systems
2011-present

- Corporate development, Strategic Marketing & Health Policy/Government Affairs

Chief Administrative Officer
The Queen's Medical Center
2006-2011

- Responsible for all service line oversight and ancillary operations. (503 acute, 28 sub-acute tertiary hospital); supervision of executive team (3 service line vice presidents, VPMA & CNO) and 5 ancillary operation directors.

Accomplishments:

- Ka'Ike Pono Strategic plan goal fulfillment
- Executive team leadership: Magnet status
- Executive team leadership: Project Evergreen (\$21m in operational savings)

Vice Chair, Administrative Services
University of Hawaii, John A. Burns School of Medicine
Department of Psychiatry
2001-2006

- Responsible for business development, strategic and financial planning, fiscal and personnel operations, contract negotiation/management. One of four Vice Chairs representing core leadership of the department.

Accomplishments:

- Restructured administrative service to integrate support for the research, education and clinical divisions.
- Developed full service line, integrated business plan model.
- Facilitated and developed a results oriented strategic plan as well as facilitated strategic planning for several JABSOM and QMC departments.
- Led the development of financial system to track faculty practice plan billings.

Deputy Director
Hawaii Department of Health
1997-1999

- Governor's appointment. Responsible for executive oversight of all administrative divisions (budget, accounting, contracts, human resources, information systems, affirmative action, policy and planning, licensing and certification and laboratories. Co-oversight of the Behavioral Health Administration with the Director of Health.
- As Deputy Director served as ex-officio member of the Policy Advisory Board- Executive Office on Aging, Governing Body at Hawaii State Hospital, Felix Operational Management Team and DOH Commission on the Status of Women. Served as Director of Health in his absence.

Accomplishments:

- Managed and addressed ongoing federal consent decree requirements for both the Child and Adolescent Mental Health Division and Hawaii State Hospital.
- Successfully defended requested legislative appropriation increases of \$24 million from FY's 97-99.
- As the First Deputy, annually reviewed testimony of 400+ legislative bills followed by the Department of Health and provided lead testimony at legislative hearings.
- Led teamwork effort to partner district health offices with the behavioral health divisions to achieve administrative efficiencies on the neighbor islands.
- Brought in first partnership with the federal government for the department's annual Women's Health Month initiative.

Assistant Division Chief
Hawaii Department of Health, Child & Adolescent Mental Health
1995-1997

- Management oversight of divisions' administrative functions (fiscal, personnel, contract and resource development; total budget of \$87 million).

Accomplishments:

- Resolved federal consent decree issues at operations level.
- Defended budget requests to the Legislature. Resulted in increases of \$13 million from FY's 95-97.

Associate Administrator, Hawaii Department of Health
Hawaii State Hospital/Assistant Division Chief, Adult Mental Health Division
1993-1995

- Exempt appointment. One of four hospital executives. Responsible for all administration functions at the Kaneohe 200 bed hospital.

Accomplishments:

- Addressed federal consent decree issue related to personnel, plant maintenance, and budgetary requirements.
- Developed legislative strategy for budget requests that resulted in an increase of \$6 million in the FY 96 budget.

- Implemented first zero based budget resulting in a realignment of hospital budget allocations.
- Led plant operations and capital improvements sustainability efforts to meet consent decree requirements and JCAHO readiness plans.

HEALTHCARE FINANCE

Program Budget Analyst
Hawaii Department of Health
1992-1993

- Responsible for budget development and implementation of Governor's fiscal policies for the behavioral health programs (Adult Mental Health, Child & Adolescent Mental Health and Alcohol and Drug Abuse).

Budget Analyst
Hawaii 16th House of Representatives
1992

- Served House Finance Budget Committee. Responsible for the analysis of Department of Health budget requests and development of the House Finance version of the state's budget.

Staff Services Manager I and II, State of California, Department of Health Services
Chief, Program Budget Systems, State of California, Department of Health Services
Budget Analyst, California Departments of Health Services, Mental Health, Corrections and Finance
1982-1991

- Responsible for supervision of Budget Office staff including the fiscal monitoring and development of budgets that ranged from \$2 million to \$3 billion for public health care programs. Reviewed and approved capital improvement projects. As Department of Finance analyst, represented the Governor's budget at legislative budget hearings for the Departments of Health Services, Mental Health, Rehabilitations, and California Health Facilities Commission. Negotiated with the Legislative Analyst's Office and prepared legislative analysis.

Accomplishments:

- Oversight of a budget automation project at the Department of Health Services to develop an integrated budget base for \$8 billion, 4800 positions, 160 separate organizations and 25 different funding sources.
- Assisted in the development of the Employment Development Department's estimate projection process for federal employment benefits that matched the state's budgetary cycle.
- Reviewed/approved and testified at the legislature on all capital outlay requests for health facilities under the administration of the California Department of Health Services.
- Developed appropriate staffing standards at assigned California State correctional facilities based on capital outlay design.

OTHER CAREER APPOINTMENTS

Assistant Superintendent, Division of Administrative Services

Hawaii Department of Education
2000-2001

- Board of Education appointed. Responsible for management oversight of five branch operations (\$34 million & 400 employees); accounting, human resources, facilities operations, school food services and information systems. Testified at legislative hearings on behalf of the department and the Board of Education.

Accomplishments:

- Succeeded in defending a \$3.2 million request to the legislature for the design and implementation of a statewide attendance/payroll HR information system. Phase I (time and attendance/payroll system) successfully implemented.
- Implemented a fast track start of CIP projects to reduce the design process by one year.
- Succeeded in defending a \$38 million repair and maintenance backlog.
- Implemented an aggressive worker's compensation case management initiative to reduce active caseloads from 200 cases per claims manager to an active caseload of 85 claims per case manager.
- Led the Division of Administrative Services through its first Standards Implementation Design process to implement continuous quality improvement.

Chief of Staff
Hawaii Lieutenant Governor's Office
1999-2000

- Executive appointment. Responsible for day-to-day administrative operations.
- Worked directly with state department directors on key Lieutenant Governor initiatives.
- Participated and represented Lieutenant Governor's policy interests.