

Professional Experience

Legacy of Life Hawaii (March 2019 to present)

President & Chief Executive Officer. Provides executive leadership for Hawaii's Organ Procurement Organization. Responsible for strategic direction with full bottom-line responsibility for strategic planning, community relations, strategic partnerships, legislative advocacy, financial performance, partner relations, and regulatory compliance.

Sutter Health Pacific dba Kahi Mohala Hospital (February 1995 to March 2019)

Chief Executive Officer from April 2008 to present. Provides executive leadership for an 88-bed psychiatric hospital with \$23M in annual revenue and 280 employees. Leads the strategic direction and day-to-day operations with full bottom-line responsibility for strategic planning, community relations, strategic partnerships, legislative advocacy, financial performance, physician relations, and regulatory compliance.

Key Accomplishments:

- Leadership and organizational development-by standardizing leadership practices and our core management philosophy, our hospital's performance improved in all areas important to the community: quality of care, the patient experience, the employee experience, growth, and financial performance.
- Quality-Led organizational efforts to dramatically improve the quality of patient care, culminating with Kahi Mohala being honored by the Joint Commission as a Top Performer of Key Quality Measures® for three consecutive years and having our 'initiative to reduce aggressive behavior in children' accepted into the Joint Commission's Leading Practice Library to benefit other hospitals with 'real-life' solutions to improve the quality and safety of patient care.
- Patient satisfaction-overall patient satisfaction increased from the 20th percentile in 2007 to the 65th percentile in 2015. With a change in patient satisfaction vendor in 2016, we no longer have an inpatient psychiatric database to benchmark against but continue to closely monitor comments and seek opportunities to improve the patient experience.
- Employee satisfaction-overall satisfaction has improved significantly since 2007. In both 2017, Kahi Mohala's achieved our highest employee satisfaction scores ever with an overall 82% favorable, marking the first time that Kahi's score exceeded the Sutter Health system score.
- Growth-inpatient occupancy increased from 68% in 2007 to 87% in 2018.
- Financial performance-Kahi Mohala emerged from bankruptcy when it became a Sutter affiliate in 1995. Since then, Kahi Mohala has produced a cumulative \$20M in EBITDA, \$2M operating income, and has reinvested \$8M of capital back into operations, \$3M of which was generate by gifts, grants, and donations.

Chief Financial Officer from February 1995 to April 2008. Responsibilities included:

- Leadership of Accounting, Information Technology, Patient Financial Services, Administrative Support Services, and Materials Management.
- Key member of strategic planning and business development team
- Legislative advocacy
- Financial management, planning, analysis, budgeting Cost management, productivity standards, performance metrics, forecasting
- Contract development, administration, and review
- Liaison with corporate finance and administration

Mana Institute-Chief Operating Officer from January 1993 to February 1995.

Mana Institute is a group of health-related companies including a health research institute, a non-profit research foundation, billing offices for several private practices, a medical lab, and commercial real estate. Responsibilities included:

- Development and execution of Mana's strategic plan
- Tax administration, for both for-profit and not-for-profit entities
- Cost accounting
- Grant administration
- Property management for 401 Kamakee Street
- Supervision of financial audits
- Bank relations
- Insurance oversight
- Long and short-range financial planning
- Development of productivity standards and benchmarks
- Contract negotiation
- Human Resources
- Plan Administrator for corporate 401K plan
- Management Information Systems

Rehabilitation Hospital of the Pacific-January 1982 to January 1993.

Began career as a Financial Analyst before being promoted to Manager of Financial Planning in January 1986 and Controller in March 1988. Responsibilities included:

- Manager of Accounting, Finance, Telephone, and Materials Management departments.
 - Long-range and short-range financial planning
 - Development of the operating and capital budgets
 - Analysis of joint-ventures and acquisitions
 - Management of cash and investments
 - Contract management
 - Tax planning
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Education/Professional Certification

- Masters of Business Administration
 - Chaminade University GPA 3.9 on a 4.0 scale.
- Bachelors of Business Administration,
 - University of Hawaii GPA 3.8 on a 4.0 scale.
- Certified Financial Planner™ (January 1989)
 - College for Financial Planning. Certificate number
- Certified Healthcare Finance Professional [CHFP] (September 1999)
 - Healthcare Financial Management Association. Designation in managed care specialty area, achieving the highest score in the nation on the managed care exam.
- Fellow of the Healthcare Management Association [FHFMA] (January 2000)

Volunteer/Community Service Organizations

Healthcare Financial Management Association, Hawaii Chapter-Board member 1991-1997. Chapter President during 1996. Chapter Liaison Representative for Region 11(Alaska, Washington, Oregon, Northern California, Southern California, San Diego, and Nevada chapters) in 1999. Regional Executive for Region 11 in 2006. Member of the Region 11 Symposium Committee 2005-2006, 2011. Past Chairman of the Hawaii Nominations Committee. Past member of the Region 11 Symposium Sponsorship Committee. Received the prestigious “Founders Medal of Honor” in 2008.

Hawaii Health Information Exchange-Board member 2016 to present

Healthcare Association of Hawaii-Acute care leadership committee 2007-present. Government Relations Committee 2017 to present

State Health Planning & Development Agency- member of the H2P2/PSC Behavioral Health Chapter Subcommittee 2009 to present; member of the Statewide Health Coordinating Council, appointed by the Governor for a second 3-year term beginning July 2016. Chair of the Plan Development Committee 2018 to present.

American Hospital Association- the Region 9 Policy Board, Behavioral Health Delegate-Elect 2013-2015. Region 9 Policy Board, Behavioral Health Delegate 2016 to 2018.

Boy Scouts of America, Hawaii-past den leader for Mililani Cub Scouts Troop 546 Den 6

Honolulu Rotary Club-Rotarian 2008-2014

Presentations

- **Healthcare Financial Management Association**, Hawaii Chapter 2018 Annual Conference, “Caging the E-Mail Beast”
- **Healthcare Financial Management Association**, (2006, 2007, 2008) Region 11 Symposium General Sessions, Las Vegas “State Healthcare Associations-A Panel Discussion”
- **Healthcare Financial Management Association**, 2005 Hawaii HFMA Institute, Honolulu-"Best Practices in Financial Feasibility Studies”
- **Healthcare Financial Management Association**, 2002 Annual National Institute, Seattle + national audio teleconference-"How to Improve Hospital Operating Performance Using Warren Buffet’s Analytical Methods”
- **American Hospital Association**, 17th Annual Conference-"How to Develop Pro Forma Evaluations for New Equipment and Technology."
- **Various community organizations** -Healthcare Reform/Healthcare Economics/Healthcare