

Education/Degree

University of Phoenix – Doctor of Health Administration
University of Hawaii at Manoa – Master of Public Health – Health Education
University of Hawaii at Manoa – Bachelor of Arts - Sociology
University of Hawaii at Hilo – Nurse’s Aide Certificate (12/1984)
The Kamehameha Schools – High School Diploma

Employment History

1. University of Hawaii – West Oahu
91-1001 Farrington Hwy. Kapolei, HI 96707
August 2018 – Current
 - Assistant Professor – PUBA - Long Term CareAugust 2017 – August 2018
 - Full-Time Instructor - PUBA – Health AdministrationJanuary 2015 – July 2017 – Lecturer

Responsibilities:

- Developed Long-Term Care concentration, certificate, and courses– BA-PUBA
 - Program began Fall 2019.
 - Courses Developed:
 - PUBA 345– Foundations of Gerontology
 - PUBA 346- Long-Term Care Management
 - PUBA 450– Nursing Home Administration
 - PUBA 486L, 490L– Long-Term Care Capstone
- Teach students in the Health Care Administration and Long-Term Care programs based on the objectives described for each course by the University of Hawaii West Oahu both online and in-person.
 - Courses:
 - PUBA 101 – Introduction to Health Administration
 - PUBA 301– Health Care Management
 - PUBA 302– Health Policy and Law
 - PUBA 318 (Writing Intensive) – Managed Care
 - PUBA 319– Survey of Long-Term Care
 - PUBA 338 (Writing Intensive) – Cultural Competence in Health Care
 - PUBA 345 (Ethics) – Foundations in Gerontology
 - PUBA 346 (Writing Intensive) – LTC Management
 - PUBA 446– Contemporary Issues in Health Care
 - PUBA 476 (Writing Intensive) – Health Care Marketing
 - PUBA 477– Health Care Ethics
 - PUBA 486L – LTC Capstone

2. University of Phoenix - Hawaii Campus
745 Fort St., Ste. 2000 Honolulu, HI 96813

October 2011 – August 31, 2021 (Local Campus Program Ended)
Positions – (1) Associate Faculty; (2) Lead Faculty Area Chair; (3) Campus Faculty
Assessment Liaison (end – 8/2018)

Responsibilities: Associate Faculty

- Teach students in the Health Care Administration program based on the objectives described for each course by the University of Phoenix primarily online but due to COVID-19, taught local courses online.

Approved courses:

- Health Care Management
- Health Care Management Strategies
- Leadership and Performance Development
- Health Care Consumer – Trends and Marketing
- Facility Planning
- Health Care Vocabulary
- Health Care Delivery in the U.S.
- Health Care Financial Accounting
- Financial Resource Management
- Health Care Ethics and Social Responsibility
- Legal Issues in Health Care: Regulation and Compliance
- Ethics: Health Care and Social Responsibility
- Health Law and Ethics
- Health Care Communication Strategies
- Health Care Research Utilization
- Introduction to Health and Disease
- Health Administration Capstone

3. The Ito Healthcare Group
919 Lehua Ave – Pearl City, HI – 96789
August 2017 – February 2019
Position: Corporate Compliance Officer
December 2015 – July 2017
Position: Director of Training and Quality Development
March 2014 – December 2015
Position: Quality Assurance Auditor

Responsibilities: Corporate Compliance

- Develops, initiates, maintains, and revises policies and procedures related to the compliance program to prevent illegal, unethical, or improper conduct.
- Manages day-to-day operation of the compliance program.
- Collaborates with other departments to direct compliance issues for investigation and resolution.
- Responds to alleged violations of rules, regulations, policies, procedures, and standards of conduct by evaluating and recommending the initiation of investigative procedures.
- Acts as an independent review and evaluation body to ensure that compliance issues and concerns within the organization are being appropriately evaluated, investigated, and resolved.
- Monitors compliance activities of other departments and identifies trends.
- Reports to Executive Management and informs of compliance efforts.

- Establishes and provides direction and management of the Compliance Hotline.
- Institutes and maintains an effective compliance communication program for the organization, including use of the hotline, awareness of standards of conduct, and understanding of new and existing compliance issues and related policies and procedures.
- Works with facility leadership to develop an effective compliance training program including appropriate introductory training for new employees and ongoing training for all employees and managers.
- Monitors the performance of the compliance program and related activities on a continuing basis, taking appropriate steps to improve its effectiveness.

Responsibilities: Corporate Trainer

- Create and maintain a positive and professional learning environment.
- Manage the design, delivery, and continuous improvement of training programs as well as ongoing learning opportunities across the organization, in support of the organization's needs.
- Utilize a variety of the training methodologies, techniques, concepts, learning tools, and practices to ensure maximum effectiveness of training programs.
- Conduct specific training needs assessments to support the design, development and delivery of corporate training programs and strategies.
- Monitor and measure effectiveness of all training programs.
- Partner with individual departments to outline deliverables, expectations and risks, to include specific training needs for staff.
- Proactively work with the Management team to identify and resolve issues.
- Create high quality deliverables within project budget and policy deadlines.
- Actively participate in progressive disciplinary process for employees not able to meet or maintain standards of excellence.
- Manage training budget effectively, if applicable.
- Set the standards and expectations through example in his/her conduct, work ethic, integrity, and character.

Responsibilities: Quality Assurance Auditor

- Plans, schedules, and conducts facility clinical and billing audits.
- Regularly audits and identifies need for improvement in active/inactive resident medical records, discharge and death records, and other health information documentation or records as required.
- Works with facilities to establish and evaluate procedures for collection, inspection, completion, authorization, filing, and retrieval of pertinent information.
- Assists with gathering data for reports.
- Maintains and evaluates reports as directed for data collection requirements.
- Prepares summary audit reports and provides recommendations and corrective action plans.
- Conducts on-going review of records to ensure all standards are met and deficiencies corrected.
- Prepares documents and records as requested for submission to external auditors.
- Provides training to staff regarding quality assurance and performance improvement.

- Serves as resource regarding regulations and other required items and assures compliance.
 - Provides on-site consultation on a regular basis to ensure effective and efficient management of quality assurance/performance improvement programs.
 - Ability to implement tools/techniques to improve and monitor quality indicators.
 - Engages in community partnerships that impact quality improvement efforts.
4. Pearl City Nursing Home (Part of the Ito Healthcare Group)
 919 Lehua Ave – Pearl City, HI – 96789
 March 2007 – March 2014
 Position – Staff Development Coordinator

Services (in academia)

1. Faculty Advisor (to students) – University of Hawaii West Oahu
2. Vice Chair/Recorder – Faculty Senate – University of Hawaii, West Oahu
3. Assessment Coordinator – Public Administration – University of Hawaii, West Oahu
4. Committee Member – Student Affairs Committee – University of Hawaii West Oahu
5. Committee Member – Public Administration Division – University of Hawaii West Oahu

Publications

- Graham-Tutt, C. and Spencer, L. (2019). The Physical Plant. In *Hospitals and Health Systems: What They Are and How They Work. 1st Edition*. C. McConnell (Ed). MA: Jones and Bartlett Publishers. pp. 193-202.
- Spencer, L. and Lu, K. (2021). Infusing culture into the long-term care environment to improve public health and quality-of-life experience. *European Journal of Environment and Public Health*. DOI: <https://doi.org/10.21601/ejeph/11336>.
- Spencer, L. and Lu, K. (2021). The Iron Triangle of Health Care: Implications for the Long-Term Care Environment. *The International Journal of Excellence in Healthcare Management*.