

Sulma Gandhi DrBA, MSc, BSc, CPCC

EDUCATION

Doctorate in Business Administration: Health Care Management and Leadership

Dissertation: An Evaluation Model for an Employee Wellness Program

Master of Science: Health Information Science

Dissertation: Taxonomy for Guidelines of Healthcare

Bachelor of Science: Major Biology, Minor Psychology

CERTIFICATES

Certified as a Professional Leadership Coach, CPCC designation

Certificate in Health Care Administration

Certified as a Suicide Prevention Trainer for: Connect, SafeTALK, QPR curriculums

Certificate in Title IX Investigation (ATIXA Association of Title IX Administrators)

Certified to administer the Nursing Child Assessment Teaching Scale (Parent-Child Interaction)

PROFESSIONAL EXPERIENCE

Stupski Foundation Private Philanthropic Foundation

Private spend down foundation collaborating with community partners to invest all assets to make the greatest possible change in our communities today. The Foundation primarily funds organizations in San Francisco and Hawai'i that address food justice, post-secondary success, and health.

Hawai'i Health Program Officer, 2021 to present.

Leads collaborative partnerships focused on the critical areas of maximizing early brain development and improving serious illness care to enhance the quality of life for a thriving Hawai'i. Championing change in philanthropy by transforming how the Foundation funds through shifting and transforming power dynamics between grantees and philanthropy. Collaborate and partner with a variety of stakeholders that deepen relationships to inspire creativity and strategy. Focus on inclusiveness that elevates the grantee as expert; service orientation that shifts the grantee to the driver's seat, and equity mindset/network weaving that connects grantees with key partners and stakeholders to elevate their impact.

County of Hawai'i –Department of Research and Development

Local government. Mission: Imagine, invest in, and collaboratively create a sustainable, equitable and thriving Hawai'i.

Deputy Director, 2020 to 2021 Department Budget ~ \$15 million

Provides leadership to accomplish the vision of the Mayor. Oversees grant funding to the community in a variety of sectors. Responsible for 20+staff including economic development specialists and subject matter experts. Department focuses on data driven, innovative pilots and programs to nurture a sustainable, equitable, and resilient Hawai'i.

Key Accomplishments at the County of Hawai'i:

- Applied for and received \$3M from the Office of Minority of Health for health literacy and procured \$2.5M to the community.
- Coached and managed a team of 20 member staff in all areas of economic development: food, energy, health, workforce, tourism.
- Facilitated procurement and dissemination through an RFP process of \$1M in County funds to the community.

U.S. Department of Health and Human Services, U.S. Department of Justice, U.S. Department of Education

Subject Matter Expert, 2003 to Present - Evaluate and comment on research, publications and programs. Participated in the detail review for the Department of Education, Office on Violence Against Women, Family Youth Services Bureau, Office for Juvenile Justice and Delinquency Prevention, Substance Abuse Mental Health Service Administration.

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Executive Coach, Advocate, Facilitator, Trainer, Speaker, Executive Producer, Educator (2000-Present)

Navigating complex change processes by building safe containers, where trust and interconnection, with the foundation of diversity, equity and inclusion, can thrive in order to steward high impact, long term social change.

Provides support and service to non-profit, education and governmental organizations: Ceeds of Peace, One Shared Future, Early Childhood Action Strategy, SMALLIFY, Kupu, FQHC Bay Clinic, Department of Education, Vibrant Hawai'i, Child and Family Service.

Founder of Conscious Communities, an initiative that provides groundbreaking programs that empower individuals and organizations to practice collective responsibility towards eliminating violence in our communities.

University of Hawai'i at Hilo – State funded University – Campus Budget ~\$80 million

Director, Student Health & Wellness Programs, 2012 – 2017 Unit Budget: Approximately \$2 million

Provide a system of care, for UH Hilo and Hawai'i Community College 7,000 students, which integrates education and prevention efforts with medical and mental health services, programs, and activities. Serve as the inaugural Director and campus Public Health Officer for the program to mobilize services and professional staff. Responsible for 20+ staff including clinical mental health counselors, nurse practitioners, suicide prevention grant staff, office staff and student peer health educators. Member of the Chancellor Executive Council and the Division of Student Affairs Executive Team. Implemented over 130 prevention education programs with a total interaction of over 7,000.

Key Accomplishments at the University of Hawai'i at Hilo:

- Received internal, state and national funding for public health programming and staff development (~\$85K).
- Principal Investigator and Project Director for the Substance Abuse Mental Health Service Administration \$522K award. This program has trained over 1500 participants as suicide prevention gatekeepers with 60,000 interactions, developed protocol to respond to suicide death or attempt, and developed a sustainability committee with diverse campus constituents.
- Strategized and implemented annual staff retreats to build new unit (mission, vision, values, goals and team building).
- Developed a business plan to increase student health fees for the University system.
- Developed and instituted the Student Health Advisory Council with 6-8 student leaders to encourage ownership of programs.
- Recipient of the NASPA Region VI Innovative Program Award for program Men of Strength in November, 2013.
- Led creation of UH Hilo policy and procedures to comply with Title IX/VAWA legislation and provided training for constituents.
- Executed Agreement with the College of Pharmacy & Medical Services to provide pharmacy services and student experience.
- Co-Principal Investigator on a study to assess how stress impacts student achievement.
- Developed a short film to increase mental health help seeking behaviors for Pacific Islander male students for the Counseling Services department (Koster Award for Innovation – American College Health Association Foundation).
- Executive Producer for a short, inclusive educational film related to college age campus dating violence. Creating toolkit and training to share with other University campuses. Focuses on LGBTQI and multi-cultural diverse populations.

Kamehameha Schools – Hawai'i Campus - Private Non-Profit Education Organization (\$11 Billion in assets)
Kamehameha Schools' mission is to improve the capability and well-being of Hawaiians through education. The Schools operate an educational system serving over 6,900 students of Hawaiian ancestry at K-12 campuses on O'ahu, Maui and Hawai'i island, and at 31 preschool sites statewide.

Ka Pi'ina Support Team Member (3 year special project Human Resources), 2009 – 2012

Workforce Capacity Building Project: framework to improve the way the school recruits, retains, rewards their workforce.

Key Accomplishments:

- Implemented multiple opportunities to train educators on performance evaluation and elicit feedback on a reward based system.
- Member of State-wide committee to design educator evaluations utilizing the Danielson Framework with pay for performance.

Lead Faculty (Inaugural), Health and Wellness Career Academy, 2004 to 2010

Key Accomplishments:

- Developed and implemented Career Academy curriculum for six new courses; Instructed diverse student population.
- Led 250 student service-learning projects that resulted in scholarships, fellowships and awards for many students.
- Developed relationships with professionals in the community to bring hands-on up to date learning to the students.
- Nurtured students in their future career aspirations through job shadowing, mentoring, and one-on-one counseling.

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Hospice of Hilo – Private Non-Profit, Hawai‘i Island - 40 employees and \$3 million annual budget
Private non-profit agency that provides support, comfort, interdisciplinary care to the terminally ill and their loved ones and provides education and grief counseling to the community at large.

Director, Clinical Operations, 2003 to 2004

Responsible for the day-to-day leadership and oversight of all aspects of the clinical care including staffing, planning, coordination, evaluation, and quality improvement. Responsible for maintenance of administrative and clinical policies and procedures, coordinating utilization review, performance improvement, and internal and external educational activities as they relate to the clinical competency of Hospice care.

Key Accomplishments:

- Oversaw supervision and evaluation of the 30 member clinical team (Team Manager, Registered Nurses, Medical Social Workers, Spiritual Counselor, Medical Records Clerk, Service Representative).
- Led, and held accountable for all clinical costs, staff productivity, overtime, on-call staff rotations.
- Developed, implemented, and evaluated a quality assurance plan; integrated findings into patient care activities.
- Determined staffing needs and patterns according to program requirements.
- Developed, implemented, and provided ongoing evaluation of the agency’s policies, procedures, and clinical care.

Turning Point for Families, Inc. – Private Non-Profit, Hawai‘i Island- 60 employees \$2 million annual budget
Private non-profit agency that provides emergency shelter, advocacy, information, referral and support for victims and children of family violence; provides psycho-educational groups for teens and perpetrators of domestic violence.

Director, Development and Public Relations, 2002 to 2003

Developed and managed an integrated fundraising system to achieve the organization’s capital and program goals through grant preparation, direct mail fundraising, personal, business and service club solicitations, foundations, federal/state sources, special events, and corporate giving. Produced all communication pieces including advertising, radio, Internet, TV, press releases, mailings and brochures. Assisted board of directors in fund development responsibilities.

Key Accomplishments:

- Prepared over 40 grant proposals to federal, state, foundation and service clubs; Secured over \$3 million in funding.
- Received Ford Foundation New Voices Fellowship Program for agency (15 out of 400 applicants chosen nationally).
- Attended and networked at community interagency meetings (homeless coalition, domestic violence interagency, leave a legacy).
- Prepared monthly newspaper press releases and educational pieces, radio and television public service announcements and act as the community liaison/coordinator for national USA Weekend magazine coverage, meetings, events, and grant site visits.
- Facilitated Consensus Model Strategic Planning Process at the 2-day staff retreat for 60 employees.
- Assisted the Hawai‘i Community Foundation Children’s Trust Fund grant review process.
- Created new programs, budgets and assessments in an on-going effort to increase services provided by the agency.

Kapi‘olani Medical Center – Child Protection Center – Hilo, Hawai‘i, Non-Profit medical system
Health care provider whose goal is to maximize the number of children returning to a safe home and prevent abuse.

Assistant Branch Administrator, 2002

Provided coordination, management, facilitation, and official state reporting of Child Welfare Service’s multidisciplinary (pediatrician, nurse, social worker, psychiatrist) case conferences; Managed East Hawai‘i office.

YWCA – Hawai‘i Healthy Start Program – Private Non-Profit, Hilo, Hawai‘i

A voluntary home-based intervention program designed to prevent child abuse and neglect by promoting child health and development in newborns of families at risk for poor child outcomes.

Quality and Development Director, 1999-2001

Grant writing, quarterly and annual funding reports, community needs assessments, program development, supervision and evaluation of two programs and staff (Child Development and Group Activities). Program promotion at the community, state and national level, coordination and implementation of annual staff training program, participation on the management team, and implementation of the quality assurance and improvement program.

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Key Accomplishments at the YWCA:

- Organized 4-day Myers Briggs Type Indicator training retreat for staff.
- Developed and arranged for training to instruct supervisors & direct service staff on basic and advanced job skills required by Department of Health (included 30 hours of annual training per staff member and 160 hours of training upon initial employment).
- Composed, coordinated, and facilitated over 60 interviews. Introduced the group interview process.
- Presented prevention education at weekly group events with Healthy Start participants.
- Acted as a community liaison with agencies to promote the program by providing in-service training on programs offered.

SELECTED PRESENTATIONS

Presented 2023 at Grantmakers in Health national conference “Trust-Based Partnership with Community Health Centers in Hawai‘i.”
Presented 2023 at Grantmakers in Health national conference “Creating Equitable Care Systems: Medicaid Solutions.”
Presented 2021 at Hawai‘i Island Suicide Prevention Taskforce and Hawaii Leadership Forum “Mental Health during a Pandemic.”
Presented 2020 Various Conscious Communities workshops on Speaking to Young People about Relationships
Presented 2019 at Hilo Medical Center Residency program “Cultivating Violence Free Communities.”
Presented at the 2018 Institute for Violence, Abuse and Trauma Conference “inclusive, diverse, prevention education film.”
Presented at the 2016 Hawaii Island Women’s Leadership Forum “Give it to me, I’m Worth It – Gender Equity.”
Presented at the 2016 Annual SAMHSA meeting: “Sustainable Suicide Prevention Programming”
Presented at the 2014 NASPA (Student Affairs Administrators in Higher Education) Alcohol, Other Drug Abuse and Violence Prevention Conference, San Diego: “Stand Strong Against Violence! – Integrated Campus Prevention Efforts.”
Presented at the 2014 Applied Learning Summit, Hawai‘i: “The Mechanics of Effectively Managing Service Projects.”
Presented at the 2013 Annual SAMHSA meeting: “Developing a Culturally Responsive Suicide Prevention Strategy.”
Presented at the 2000 National Healthy Families America Conference “Parent Education Learning Groups.”

COMMUNITY/CIVIC INVOLVEMENT

East Hawai‘i Suicide Prevention Task Force Member and community trainer (2012-Present)
Safe Spaces and Workplaces Torchbearer (2019-Present)
Hilo Medical Center Foundation Board Member (2016-2022)
Early Childhood Action Strategy Safe Families Team Member (2018-2021)
Governor appointment Commissioner for the Judicial Selection Commission (2020-2021)
Hawai‘i Says No More (to end domestic violence and sexual assault) – core team member (2015-2017)
Hawai‘i Island Women’s Leadership Forum Annual Conference Program Committee Member (2015-2017)
County of Hawai‘i Office of the Prosecuting Attorney, Sexual Violence Prevention Planning Group (2012-2017)
Governor appointment - Mental Health and Substance Abuse, Hawai‘i Service Area Board Member (2013-2016)
Turning Point for Families – Domestic Violence non-profit agency – Board Member (2004-2005)
Rotary Club of South Hilo member (served on various committees to assist with community development) (2001-2004)
YWCA of Hawai‘i Island Teen Court: Volunteer Adult Facilitator (2001-2002)

AWARDS

2014 Omidyar Fellow – Competitive selection to join the Hawai‘i Leadership Forum
2009 Chamber of Commerce’s Athena Award Recipient (international award sponsored in local communities for women’s leadership)