

Civic-minded cross-industry, non-profit, for profit, and governmental executive experienced in developing and executing strategic vision and increasing organizational performance. Demonstrated successful track record for achieving significant business turnarounds, leading both acquisitions and divestitures for public, private, and non-profit entities. Skilled in addressing and managing challenging stakeholder, regulatory, and legislative agendas during tough labor and economic markets.

### **EXPERIENCE**

Jan. 2020 to Present

**Chief Executive Officer, Ohana Pacific Health and Hale Makua Health Services**

Responsible for overall performance of Ohana Pacific Health, a for profit company, and Hale Makua Health Services, a non-profit corporation affiliated with Ohana Pacific Health. The combined entity is the largest provider of post-acute care services in the State of Hawai`i, with operations on all four major islands.

Major Accomplishments and strategic initiatives

#### **Strategic**

- Co- Lead in the affiliation and acquisition strategies of Ohana Pacific which doubled the size of operations.
- Established a new healthcare navigation operation to improve transitions in healthcare
- Developed and launched innovative workforce development pathways (CNA to LPN “earn and learn” Bridge Program) with the University of Hawai`i and Department of Education
- In negotiations with healthcare insurance companies and other major providers to pilot new healthcare delivery systems which are designed to improve quality of care at lower costs
- Collaborating with the Healthcare Association of Hawai`i to find solutions to hospital bed capacity issues

#### **Financial**

- Led Hale Makua Health Services through financial recovery which saw its Net Assets increase from \$2.5 million at 12/31/20 to \$12.4 million at 12/31/23
- Navigated both Ohana Pacific Health and Hale Makua through COVID-19 during 2020 and 2021 resulting in increases in Net Assets for both companies
- Oversaw the implementation of new Electronic Medical Record for all operations of Ohana Pacific Health and Hale Makua Health Services
- Oversaw the implementation of a unified Human Resource Information System with the goal of integrating disparate cultures, processes, and technology capabilities

### Organizational Development

- Led the restructuring of Ohana Pacific Health during its expansion, including the:
  - Adoption of new Vision
  - Creation of new Accountability charts
  - Change in reporting methodology
  - Expansion of Corporate Services (IT, People Operations)

Dec. 2016 to Dec. 2019

### **Chief Executive Officer, Hale Makua Health Services**

Responsible for overall performance of Hale Makua Health Service, Inc., a not for profit Company, which is the largest provider of post-acute care health services in the County of Maui. Major accomplishments include:

### Strategic

- Strategically led the affiliation Hale Makua Health Services with Ohana Pacific Health, which created the largest provider of post-acute care health services in the State of Hawai'i.
- Revamped and revised Strategic Plan, to include an overall change in operations as well as strategic focus to better serve the community as well as improve financial performance
- Completed a Master Planning effort to evaluate the physical growth on current campuses or to expand to land adjacent to major campus
- Partnered with the County of Maui to lead a community-based master planning effort for a 34-acre parcel land in Kahului for the benefit of Kūpuna and the community

### Financial

- As part of an overall operating restructure, implemented “best practices” as part of a financial major financial turnaround to reverse four (4) years of negative financial trends by the end of 2018; Efforts included:
  - Changing product/service mix to improve financial performance
  - Revising financial strategies related to fund development and operating performance
  - Acceleration of Accounts Receivable

July 2004 to Nov. 2016

### **Regional Chief Executive Officer, Maui Region of Hawai'i Health Systems Corporation (HHSC)**

Responsible for overall performance of Maui Memorial Medical Center, Kula Hospital, and Lana'i Community Hospital. Major accomplishments include:

### Strategic

- Led the most significant privatization effort in the history of the State, which included the passage of Act 103 (SLH 2015), which allowed Maui's Public Hospitals to enter into an agreement with Private Hospitals to ensure sustainability and delivery of healthcare services to the residents of Maui County.
  - This effort was a significant piece of the Maui Regional Health Systems Strategic Plan to ensure that the Maui Region has the “operational, management

and financial flexibility to meet the challenges of providing medical services to an evolving community.”

- In connection with this, completed significant “mergers & acquisition” due diligence to provide appropriate information to the Board to allow the selection of a suitor
- Oversaw and directed the transitional process to allow for the transition of operations to the new suitor.

#### Financial

- Increased hospital revenues by \$128 million to \$223 million (90% increase) since 2004
- Increased assets by \$191 million to \$285 million (205% increase) since 2004
- Issued first and only Revenue Bonds by HHSC to develop new Cardiovascular Program at Maui Memorial Medical Center.
- Secured USDA financing of \$21 million
- Completed over \$100 million in State CIP projects since 2004

#### External, Governmental, and Organizational Development

- Led the effort for major organizational reform of HHSC, which included the passage of Act 290 (SLH 2007), which:
  - Reorganized HHSC facilities under five “Regions,” with each Region governed by a local Board of Directors

#### Programmatic

- With the enactment of Act 290:
  - Assisted in organizing new Board of Directors
  - Assisted in the Creation of:
    - ✓ New Mission/Vision/Values
    - ✓ First Strategic Plan
- Started major new healthcare programs at Maui Memorial Medical Center, including
  - First and only comprehensive Cardiovascular program on the Neighbor Islands
- Implemented new Electronic Medical Record System at Maui Memorial Medical Center, which represented a major conversion from a 35-year-old Hospital Information System

#### Quality

- Obtained Joint Commission Hospital Accreditation
- In conjunction with the Board and Staff, improved quality metrics in all major categories

Sept. 2003 to June 2004      **Chief Financial Officer, Maui Memorial Medical Center**

Responsible for performance of Finance Department, including oversight over Accounts, Materials Management, Patient Financial Services (billing and collections), Admitting, and Health Information Management. Direct accountability over Maui Memorial Medical Center, Kula Hospital and Lana`i Hospitals financial reporting and performance.

Jan. 2003 to Sept. 2003

**Chief Financial Officer, Maui Radiology Consultants**

Responsible for strategic planning oversight of financial operations. Launched reorganization and strategic planning efforts of the group aimed at improving organizational structure for more defined roles, responsibilities and accountability of the Partners and Management, gaining operational efficiencies, and improving the profitability of the company. Within first six weeks, discovered significant “fiscal imbalance,” received approval for restructuring under bankruptcy, and successfully exited bankruptcy within one year.

Nov. 1999 to Dec. 2002

**Director of Finance, County of Maui**

Responsible for performance and operations of Finance Department, including oversight of Risk Management, Accounts, Treasury, Real Property Tax, Motor Vehicles and Driver’s Licensing, and Purchasing Divisions and management of 112 employees. Direct accountability for financial reporting and performance, investments, strategic planning, due diligence efforts, compliance, and certain privatization efforts for the County of Maui.

Major accomplishments included:

- Managed an annual operating budget of \$268 million
- Managed investment portfolio of over \$100 million
- Served as Chief Procurement Officer for the County of Maui
- Launched and implemented significant re-engineering and restructuring efforts at the County of Maui including re-engineering of certain functions of the Department of Motor Vehicles; Department of Real Property Tax and Risk Management

**OTHER ACTIVITIES AND COMMUNITY SERVICE**

2018 – Present

Director – Healthcare Association of Hawaii

- Currently Chair of the Long-Term Care Committee

2021 – 2022

Chairman of the Board – Hawai’i Health Network

2006 - 2020

Director - Maui Economic Development Board (Past Chairman of the Board)

2016 – 2022

Director – Maui High School Foundation

2009 - 2016

Director - Hawai’i Health Systems Corporation

2011 - 2013

Director - State of Hawai’i Board of Education

- Inaugural member of the first appointed Board of Education. Served as Chair of the Finance and Infrastructure Committee and Vice Chair of the Audit Committee

2010 - 2012

Director - Hawai’i Health Information Exchange

2006 - 2010

Director - MEO Business Development Corporation, Inc.

2003 - 2009

Director - Maui Coastal Land Trust

1992 - 1999

Director - Affordable Housing Corporation of Maui County

**EDUCATION**

1989-1991	Pacific Coast Banking School, Seattle, Washington
1978-1982	University of Colorado, Boulder, Colorado Bachelor of Arts - Business Administration Area of Emphasis - Finance
1965-1978	Punahou School, Honolulu, Hawai'i