

**RICHARD J TAAFFE**  
78-7070 Alii Dr. B 205  
Kailua-Kona, HI 96740  
808-326-5629 (Work) 808-756-5255 (cell)

October 22, 2007

The Honorable Senator David Y. Ige  
Chair Senate Committee on Health  
415 So. Beretania St. Room 215  
Honolulu, HI 96813

Dear Senator David Ige:

I am writing to express my strong interest and enthusiasm in serving as a board member of the Hawaii Health Systems Corporation, West Hawaii Regional Board of Directors. I am currently the Executive Director of West Hawaii Community Health Center. In this position, I am responsible for establishing a new FQHC in West Hawaii that includes implementing all the basic infrastructure systems needed to establish a new health care organization, such as clinical programs, financial programs, HR programs, governance, billing, marketing and outreach. Many overlapping skills to the challenges I will face if appointed to this New West Hawaii Regional Board of Directors.

Prior experience includes working as CEO of La Familia Medical Center in Santa Fe, New Mexico. In that position I successfully managed a multitude of issues from increasing cash reserves and overseeing a \$10 million budget to securing federal, state and local appropriations for capital improvement. I successfully integrated behavioral health services into the primary care setting and successfully directed the clinic through two JCAHO accreditations. Hence, I am familiar and experienced with many of the issues and challenges surrounding medical systems and can utilize this experience to serve as a strong board member.

I would very much appreciate the opportunity to meet with you and your committee members to discuss further my interest to serve as a member of this important board. I appreciate your consideration of my appointment.

Sincerely,

  
Richard Taaffe

**RICHARD J. TAAFFE**  
 78-7070 Ali Drive B 205  
 Kailua Kona HI 96740

808 326-5629 (Work)

808-756-5255 (Cell)

### EDUCATION

University of New Mexico, Albuquerque, NM

Master's Degree

Allegheny College, Meadville, PA.

BA

University of Manchester, Manchester, England

Non-Degree Student

### EMPLOYMENT HISTORY

**2005 - Present    Executive Director    West Hawaii Community Health Center**

Responsible for establishing a new FQHC in West Hawaii and overseeing the implementation of all the basic infrastructure systems needed by a new healthcare organization including clinical programs, financial and HR systems, governance, billing, MIS, marketing and outreach.

**2000 - 2005    CEO    La Familia Medical Center, Santa Fe NM**

Overall responsibility and authority for the daily management and financial success of the community health center; represent the organization in all external matters with federal, state and local governments, other health care providers, media and prospective donors. Achievements:

- Increased cash reserves (\$200,000 to \$1.3 million) and handled estate settlement of \$650,000;
- Increased operating budget from \$5.6 to \$8.6 million;
- Increased number of patient served by 50% and number of patient visits by 45%;
- Secured federal funding to implement healthcare for homeless program;
- Established new wage/salary system and increased total staffing by 80% (70 to 131 employees);
- Secured \$1.5 million in federal, state and local appropriations for capital improvements;
- Oversaw conversion to a new practice management system and secured funds for a EHR system;
- Integrated behavioral health services into the primary care setting;
- Successfully directed the clinic through 2 JCAHO re-accreditation surveys;

**1994 - 2000    Executive Assistant    Health Centers of Northern New Mexico, Espanola, NM**

Reported to the CEO and was member of senior management team. Responsible for developing new programs, representing agency in local governmental affairs; building new facilities; fundraising; staffing 2 Board committees; facilitating all senior management meetings. Achievements include:

- Secured RWJ Foundation funds (\$500,000) for community initiative to address healthcare needs of uninsured residents in Rio Arriba County;
- Secured contract for county indigent and mill levy funds for primary care in Rio Arriba County;
- Negotiated contract with VA to provide primary health care to veterans at rural sites;
- Secured \$125,000 in state funding for school-based clinics and oversaw their development;
- Secured \$250,000 in state funding for mental health program and oversaw its implementation;
- Secured over \$1.5 million in public and private funds and oversaw construction of 2 medical clinics and a dental clinic;
- Partnered with 3 national organizations to secured \$210,000 for AmeriCorps project that focused on health promotion in rural northern New Mexico.

**1987 - 1994      Director Special Projects, Title III Coordinator, & EEO Officer (concurrent)  
Northern New Mexico Community College, Espanola, NM**

Special Assistant to President and member of senior management team. Reported to College President. Responsibilities were institution-wide with special focus on College planning and development, institutional research, marketing, public information, fundraising, and special program management.

- Secured \$2.5 million in grants for Northern New Mexico Community College including \$200,000 for endowment to initiate the establishment of College Foundation;
- Implemented a student services MIS and a comprehensive student advisement program;
- Directed Northern Pueblos Institute—collaboration between the college and the 8 Northern Indian Pueblos to address Native American environmental issues;
- Prepared feasibility study to establish off-campus center in Taos and drafted state legislation amending the New Mexico Off-Campus Act;
- Prepare economic impact study on job outlook for post-secondary education in northern NM;
- Served as a Total Quality Management (TQM) Trainer for State of New Mexico;

**1986-1987      Director of Development      St. John's College, Santa Fe, NM**

Responsible for the College's annual giving program, donor research, preparing direct mail solicitation, and public relations with local community. Accomplishments include:

- Increased overall contributions to Annual Fund by 20%—including 9% increase from friends of the College, 150% increase from Alumni and 300% increase from parents.

**1984-1986      Director Volunteer Services      Governor's Office, State of New Mexico, Santa Fe**

Reported to Director of Governor's Office of Children and Youth. Responsible for promoting volunteerism in the public and private sectors; oversaw Governor's constituent service offices; and participated in policy and program initiatives on children and youth issues. Accomplishments include:

- Established national center on volunteerism in Santa Fe and served as chair of national board;
- Directed national research project on status of volunteerism in all 50 States;
- Directed NM Governor's Office relief efforts to victims of the 1985 earthquake in Mexico;
- Directed Governor's Teen anti-drug effort;
- Monitored legislative action on children/youth issues;
- Wrote speeches and press releases for Governor on volunteerism and drug prevention efforts;

**1982-1984      District Executive Director      American Cancer Society, Santa Fe, NM**

Responsible for running all ACS cancer efforts in a 9 county (20,000 square miles) region of northern NM—including fundraising, cancer education, support groups, service delivery. Accomplishments:

- Expanded volunteer base by 50%; coordinated activities of over 200 volunteers; increased local contributions by 60%; Received national recognition for exemplary cancer education program.

**1980-1982      Deputy Director      New Mexico Senior Citizens Coalition, Santa Fe, NM**

Responsible for directing the day-to-day activities of the program including financial management, grant writing, reporting to federal and state supporters; worked with ED in developing new programs, recruiting volunteer, legislative action. Achievements:

- Designed statewide senior citizen advocacy program and recruited 25 senior volunteers in 10 NM communities in order to organize local and state advocacy efforts to address senior concerns.
- Helped pass legislation to create in-home long-term health care program for NM's elderly.

#### **1976-1980 Co-Founder & Project Director-Resources for Community Alternatives, Santa Fe.**

Co-Founded the first management support organization for non-profits in New Mexico. Provided training, technical assistance, and consultation to NPOs on issues related to planning, board development, fundraising, organizational development, grant writing, marketing/public information, and financial management.

- Generated over \$5 million in grant funds for 32 NM community-based, non-profit organizations.
- Initiated the creation of the Santa Fe Community Foundation and served on Development Committee to make the foundation a reality;
- Helped establish primary health and home health programs in six NM communities;
- Directed 3 county regional planning effort to coordinate health, mental health/substance abuse;
- Designed qualitative community-based research study to determine impact of substance abuse in rural Hispanic villages of northern New Mexico;
- Designed and conducted numerous workshops for over 500 managers and directors of non-profit organizations, including seminars at UNM's Anderson Schools of Business.

#### **1975-1976 Social Services Planner New Mexico Social Services Division, Santa Fe, NM**

Served as staff planner for the planning and writing of New Mexico's first Title XX Social Services State Plan. Also, lead inter-agency task force that evaluated all the citizen participation/planning efforts in state government—at the time there were 12 separate agencies with regional planning councils; recommended consolidating some and eliminating others as part of Governor's reorganization effort.

#### **AFFILIATIONS AND CIVIC INVOLVEMENT (present and past)**

Treasurer and Member, Hawaii Primary Care Association, 2006 to Present  
 Member, Kona Executive Association, 2005 to present  
 Chairman, Santa Fe County Health Policy and Planning Commission, 1999 to 2002  
 Member, Santa Fe County Health Policy and Planning Commission, 2002 to 2005  
 President, Northern NM Health Care Alliance, 1998 to 2000  
 Vice President and Member, NM Primary Care Association, 2000 to 2005  
 Finance Chair, Santa Fe District Council, Boy Scouts of America, 1995-96  
 President, VOLUNTAS: National Center for Creative Community, Santa Fe, 1988-90  
 Member, City of Santa Fe Human Services Planning Committee, 1987-88  
 Vice-President, Sam Bertram Memorial Children's Fund, Santa Fe, 1986-89  
 Participant, Leadership Santa Fe, Santa Fe Chamber of Commerce, 1983  
 Member, Santa Fe Community Foundation Development Committee, 1980-82

#### **PERSONAL INFORMATION**

Married; 3 Children; Eagle Scout.

Reginald Morimoto  
First Hawaii Bank  
Bank Manager-Vice-President  
Branch Manager  
81-6626 Mamalahoa, Hwy  
Kealahou, HI 96750  
808- 322-3483 808-329-6828

**SENATE COMMITTEE ON HEALTH**

Senator David Y. Ige, Chair  
Senator Carol Fukunaga, Vice Chair

October \_\_, 2007,  
Hawaii State Capitol  
Rm #401  
415 So. Beretania St  
Honolulu, HI 96813

**TESTIMONY SUPPORTING GM 61**

Consideration and confirmation to the West Hawaii Regional Board of  
Directors of the Hawaii Health Systems Corporation, Gubernatorial Nominee,  
Richard J. Taaffe for a term to expire \_\_\_\_\_.

Reginald Morimoto  
First Hawaiian Bank  
Vice President & Branch Manager

I, Reginald Morimoto, Vice President and Branch Manager, First Hawaiian Bank,  
strongly support the nomination of Richard J. Taaffe to West Hawaii Regional Board of  
Directors of the Hawaii Health Systems Corporation.

Mr. Richard J. Taaffe, has vast experience as Executive Director for numerous Health  
organizations: currently Executive Director West Hawaii Community Health Center;  
prior, CEO La Familla Medical Center and Executive Assistant Health Centers of  
Northern New Mexico. In addition, Mr. Richard J. Taaffe has served as District  
Executive Director for American Cancer Society of Santa Fe, New Mexico; Deputy  
Director New Mexico Senior Citizens Coalition, Santa Fe, New Mexico. Mr. Richard J.  
Taaffe has been Director and for several colleges in New Mexico. He has a rich work

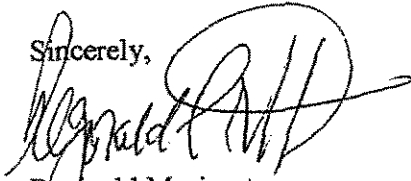
history of overall responsibilities and authority for daily management and financial success of these numerous facilities and Societies. He understands handling large budgets, prioritization of expenditures and dealing with other federal, state and local governments as well as the media and other healthcare providers.

In addition to his vast work experience, Mr. Richard J. Taaffe is involved as treasurer and member of Hawaii Primary Care Association, member of Kona Executive Association, past Chairman of Santa Fe County Health Policy and Planning Commission, past President of Northern New Mexico Care Alliance, Finance Chair of Santa Fe District Council Boy Scouts of America.

I strongly support and recommend Mr. Richard J. Taaffe's nomination and confirmation to West Hawaii Regional Board of Directors of the Hawaii Health Systems Corporation.

Thank you for this opportunity to testify on behalf of Mr. Richard J. Taaffe, a great choice and a strong candidate for the West Hawaii Regional Board of Directors of the Hawaii Health Systems Corporation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Reginald Morimoto', with a large, stylized flourish at the end.

Reginald Morimoto  
First Hawaii Bank  
Bank Manager-Vice-President  
Branch Manager  
81-6626 Mamalahoa, Hwy  
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## Hawai'i Primary Care Association

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www.hawaiiipca.net

To: The Senate Committee on Health  
The Hon. David Y. Ige, Chair  
The Hon. Carol Fukunaga, Vice Chair

From: Beth Giesting, CEO

**Testimony in Support of Nomination of  
Richard J. Taaffe to Hawai'i Health Systems Corporation  
West Hawai'i Regional Board of Directors  
October 29, 2007, 1:15 p.m.  
State Capitol, Room 016**

The Hawai'i Primary Care Association strongly endorses the nomination of Richard J. Taaffe to the West Hawai'i Regional Board of Directors for the Hawai'i Health Systems Corporation. Mr. Taaffe is the CEO of the new community health center in Kailua, Kona. Under his excellent leadership, the West Hawai'i Community Health Center has developed medical and behavioral health services that meet the primary care needs of nearly 3,000 residents of West Hawai'i. He is working on expanding those services and adding dental care in the next year.

Richard Taaffe's community health center experience in Kailua, Kona and previously in Santa Fe, New Mexico gives him a very valuable perspective on health needs, quality systems, resources, and opportunities. I have no doubt that his appointment to the HHSC board will contribute to that institution's ability to develop solutions to the pressing healthcare needs of the indigent, migrants and immigrants, the homeless, the uninsured, and people at risk for chronic diseases and behavioral health problems.

Thank you for the opportunity to support this nomination.

# LINDA CHU TAKAYAMA

*Attorney at Law*

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P.O. BOX 1196 ♦ HONOLULU, HAWAII 96807 ♦ PHONE (808) 545-3060 ♦ FAX (808) 545-1182

## SENATE COMMITTEE ON HEALTH

Monday, October 29, 2007

Testimony in support of

RICHARD J. TAAFFE

Hawaii Health Systems Corporation West Hawaii Regional Board of Directors

Mr. Chairman and Members of the Committee, my name is Linda Chu Takayama and I am testifying in support of the confirmation of Richard Taafe to the Hawaii Health Systems Corporation West Hawaii Regional Board of Directors.

For the past several years, I have worked with Rich, relative to his position as Executive Director of the West Hawaii Community Health Center.

Much like HHSC, the community health center, an FQHC, provides a safety net function, serving a mostly underprivileged and under-insured population in a largely rural area. Rich has already abundantly demonstrated his concern and dedication to this population, both here in Hawaii and in his extensive work on the Mainland. Under his leadership the community health center has grown and thrived.

His experience and management skills would be a valuable asset to the regional board and the many challenges it will face to secure quality healthcare for the West Hawaii region.

I strongly support his confirmation and urge you to approve the nomination.

Linda Chu Takayama  
Attorney at Law  
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Honolulu, Hawaii 96807  
Phone (808) 545-3060  
Fax (808) 545-1182