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UFISINAN I MAGA'HÅGA
OFFICE OF THE GOVERNOR

LOURDES A. LEON GUERRERO
MAGA'HÅGA • GOVERNOR

JOSHUA F. TENORIO
SIGUNDO MAGA'LÅHI • LIEUTENANT GOVERNOR

Speaker Tina Rose Muna Barnes
35GL-19-0114
RECEIVED
DATE: 2/1/19
4:10PM

February 1, 2109

Honorable Tina Muna Barnes
Speaker
I Mina'trentai Singko Na Liheslaturan Guåhan
Guam Congress Building
163 Chalan Santo Papa
Hagatna, Guam 96932

RE: Appointment, Department of Public Health & Social Services

Dear Madame Speaker:

By virtue of the authority vested in me pursuant to the Organic Act of Guam and the local laws applicable to the following position, I am pleased to transmit the following appointment and supporting documents for:

APPOINTEE:	Linda DeNorcey
POSITION:	Director, Department of Public Health & Social Services
TERM LENGTH:	**To serve at the pleasure of the Governor**

The appointment is subject to the consent of *I Liheslaturan Guåhan*. Please schedule a hearing at your earliest convenience.

Senseramente,

Lou Leon Guerrero

LOURDES A. LEON GUERRERO
I Maga'hågan Guåhan
Governor of Guam

0114

RICARDO J. BORDALLO GOVERNOR'S COMPLEX · HAGÅTÑA, GUAM 96910
P.O. BOX 2950 · HAGÅTÑA, GUAM 96910
671.472.8931 • 671.472.8932/6

Committee Copy
Doc. No. 35GL-19-0114.

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OFFICE OF THE GOVERNOR

LOURDES A. LEON GUERRERO
MAGA'HAGA • GOVERNOR

JOSHUA F. TENORIO
SIGUNDO MAGA'LAHI • LIEUTENANT GOVERNOR

January 23, 2019

Linda DeNorcey

Re: Appointment as Director, Department of Public Health & Social Services

Dear Ms. Linda De Norcey:

Pursuant to my authority under 5 GCA §3111, it is with pleasure that I appoint you

DIRECTOR, DEPARTMENT OF PUBLIC HEALTH & SOCIAL SERVICES

This appointment shall be at

THE PLEASURE OF THE GOVERNOR

Appointing you to this position come with great responsibility because you will have a vital role to perform which will place many demands on your time and energy. Integrity and honesty are virtues that I prioritize for my Administration to exemplify, and I know that you will do the same while in service to the people of Guam. Your responsibilities, as described throughout Guam lay, shall be significant and consequential. I trust that you will fulfill your duties and set a standard for others to follow.

I appreciate your willingness to serve in this position, and I am confident that your time will be spent in a manner to improve the island of Guam.

This appointment is subject to the advice and consent of *I Liheslaturan Guåhan*. Pending the consent of, and confirmation of this appointment by *I Liheslaturan Guahån*, you are hereby appointed to serve as **DIRECTOR** in an acting capacity.

This appointment is effective January 23, 2019.If you have any questions or concerns, please contact the Office of the Governor.

Senseramente,

LOURDES A. LEON GUERRERO
I Maga'hågan Guåhan
Governor of Guam

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LOURDES A. LEON GUERRERO
Governor

JOSHUA F. TENORIO
Lieutenant Governor

OFFICE OF THE GOVERNOR OF GUAM
Nomination and Appointment Information Sheet

The following information is required for submission to the
Speaker of *I Liheslaturan Guåhan* in accordance with Title 4, Guam Code Annotated Section 2103

NOMINEE INFORMATION

Last Name	*First Name*	*Middle Initial*
DENORCEY	LINDA	Unpingco

Mailing Address	*Apartment/Unit #*
[redacted]	

City	*State*	*Zip Code*
[redacted]		

Phone	*E-mail Address*
[redacted]	

Position to which Appointment is Made
Director, Department of Public Health & Social Services

Are you a citizen of the United States? Yes ☑ No ☐

If no, are you authorized to work in the United States? Yes ☐ No ☐

EDUCATION

SCHOOL (Name, City and State)	*DATES OF ATTENDANCE*	*TYPE OF DEGREE*	*YEAR EARNED*
High School Academy of Our Lady of Guam Hagatna, Guam		High School Diploma	1982
College University of San Francisco San Francisco, CA		BS	1988
Graduate School San Jose State University San Jose, CA		Masters of Public Health	1990
Other Degree University of California Los Angeles, CA (UCLA)		Johnson & Johnson/ UCLA Health Care Executive Program	2005

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EMPLOYMENT HISTORY

Name of Present/Last Employer and Mailing Address	***Position Title***
Community Health Center Department of Public Health Government of Guam	Chief Executive Officer
	Dates Held
	9/2015 - 1/2019

Previous Employer and Mailing Address	***Position Title***
Northern & Southern Region Community Health Centers Department of Public Health & Social Services Government of Guam	Health Services Administrator
	Dates Held
	1/1998 - 9/2015

Previous Employer and Mailing Address	***Position Title***
Maternal Child Health & Family Planning Department of Public Health & Social Services Government of Guam	PC IV/Health Educator III
	Dates Held
	1/1991 - 1/1998

Previous Employer and Mailing Address	***Position Title***
University of Guam Mangilao, Guam	Health & Wellness Instructor
	Dates Held
	1991

Previous Employer and Mailing Address	***Position Title***
Sylvandale Middle School San Jose, CA	School Health Educator
	Dates Held
	1990

PRIOR GOVERNMENT OF GUAM SERVICE

Agency or Department Name		***Position Title***
Address	***Phone No.***	***Dates Held***

Agency or Department Name		***Position Title***
Address	***Phone No.***	***Dates Held***

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PRIOR GOVERNMENT SERVICE (EXCLUDING GOVERNMENT OF GUAM)

Agency or Department Name	*Position Title*	
Health Department	Community Health Educator	
Address	*Phone No.*	*Dates Held*
San Jose, CA.		1990

Agency or Department Name	*Position Title*	
Address	*Phone No.*	*Dates Held*

TRAINING

INSTITUTE/SEMINARS/ON-THE-JOB TRAINING	*DATE*
Pacific Island Health Officers (PIHOA) Conference - Hawaii	2013 & 2018
Financial Operations Management & Information Technology	2014 - 2018
Nat'l Assoc. of Community Health Center Conference	2009 - 2018
Health Insurance Portability and Accountability Act	2013 - 2018

AWARDS

List all educational, professional, civic awards, and recognition for public service:

2012 Governor's Magnificent Seven MagPro Award for Most Cost Innovative Idea (340 B Drug Discount Pricing Program)
2011Governor's Employee Recognition Program MagPro "Supervisor of the Year" nomination
2011 KUAM CareForce Health & Wellness Award from the Guam Island Community
2004 DPHSS Director's Award for the NRCHC Expansion and Renovation project
1992-2018 DPHSS Outstanding Employee Award
1999 DPHSS Supervisor of the Year Award
1996 HMHB Project of the Year Award
1993 Magnificent Seven Award for Top Employee of the Government of Guam in the Medical, Nursing, and Related Field
** See Attached Resume **

PROFESSIONAL INVOLVEMENT

List involvement on a local/national/international level. List organizations, activities participated in, and offices held:

SEE ATTACHED RESUME

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COMMUNITY / CIVIC INVOLVEMENT

List organizations, activities participated in, and offices held:

PUBLICATIONS AND PRESENTATIONS

List any published articles, papers delivered at professional meetings, etc.:

MILITARY SERVICE (Please attach Form DD-214)

BRANCH	*DATES OF SERVICE*	*RANK AT DISCHARGE*	*TYPE OF DISCHARGE*

OTHER INFORMATION

(1) Have you ever been found guilty of a felony in any court, whether within or without the United States?

Yes ☐ **No** ☑ **If so, please specify in detail:** _____

Address of the Court: _____

Date(s) of Conviction: _____

Specific Infraction Committed: _____

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(2) Have you ever been declared mentally incompetent by any court, whether within or without the United States?

Yes ☐ **No** ☑ **If so, please specify in detail the reasons and facts related to such declaration:**

_____

_____

_____

_____

_____

(3) Have you ever been found not guilty or not punishable in any criminal proceedings by reason of insanity?

Yes ☐ **No** ☑

(4) Have you ever been confined to a mental institution for any reason?

Yes ☐ **No** ☑ **If so, please specify in why the appointing authority believes you that you are not suffering from any mental illness or affliction:**

_____

_____

_____

_____

_____

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LOURDES A. LEON GUERRERO
Governor

JOSHUA F. TENORIO
Lieutenant Governor

OFFICE OF THE GOVERNOR OF GUAM

Statement of Financial Interests

(Required by 4 G.C.A. §13104.1)

TO: The Honorable Lourdes A. Leon Guerrero
Governor of Guam
Ricardo J. Bordallo Governor's Complex
Adelup, Guam 96910

FROM: Linda DeNorcey

☑ I have no financial interest in any business

☐ I do have interest(s) in the following business(es):

NAME AND ADDRESS OF BUSINESS INTEREST	TYPE AND AMOUNT OF INTEREST

Signature

2/1/19
Date

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AFFIDAVIT / DECLARATION UNDER PENALTY OF PERJURY

I, the undersigned, do hereby depose and say that: (1) I have read and reviewed the information contained in the attached Appointment/Nomination letter from the Governor of Guam; (2) that the matters contained in the Appointment/Nomination letter, together with all attachments thereto, are true and correct and that I am competent to testify to said matters; and (3) that this Declaration is made for the purpose of complying with the requirements of 4 G.C.A. Section 2103.5.

I declare under penalty of perjury under the laws of Guam (4 G.C.A. Section 4308) that the foregoing is true and correct.

LINDA UNPINGCO DeNorcey Linda U DeN 2/1/19

Print Name and Signature Date

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SUPERIOR COURT OF GUAM

Guam Judicial Center • 120 West O'Brien Drive • Hagatña, Guam 96910

Telephone (671) 475-3370/475-3449
Fax (671) 472-2856

DANIELLE T. ROSETE
Clerk of Court

Name: LINDA U DENORCEY

SS#: ID# GDL# [redacted] Date of Birth: [redacted]

CERTIFICATE OF SEARCH

The undersigned Clerk hereby certifies the following results of a diligent search of the records of this Court:

Criminal Cases:

A. ⋈ No Case Found

B. 1. Criminal Case No.
2. Criminal Case No.
3. Criminal Case No.
4. Criminal Case No.
5. Criminal Case No.

Criminal Record: Page 1 of 1

Civil Cases:

A. [ ] No Case Found

B. 1. Civil Case No.
2. Civil Case No.
3. Civil Case No.
4. Civil Case No.
5. Civil Case No.

Civil Record: Page 1 of 1

Request for further information may be addressed at the Records Division of the Superior Court of Guam, Guam Judicial Center, 120 West O'Brien Drive, Hagatña, Guam. Hours of operation are Monday – Friday, 8:00 a.m. to 5:00 p.m. Closed Saturday, Sunday and local/federal holidays. Court Clearances are Non-Refundable.

Dated: 12/31/2018

DANIELLE T. ROSETE
Clerk of Court

BY: ANTOINETTE FG CRUZ
Deputy Clerk

Prepared By: CJQC

The absence of an original Court Seal invalidates this document

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Government of Guam
GUAM POLICE DEPARTMENT
RECORDS & IDENTIFICATION SECTION
P.O. Box 23909
Guam Main Facility, Guam 96921

December 31, 2018

SUBJECT: CRIMINAL HISTORY RECORD

NAME:	**Linda U. DENORCEY**		
DATE OF BIRTH:	[redacted]	**FINGERPRINT #:**	**71-185**
[redacted]	**The individual has no record of criminal conviction(s) in GPD files that are subject to Guam law and rules and regulations of the Department.**		

*****************NOTHING FOLLOWS*****************

THIS INFORMATION MAY BE LIMITED TO A LOCAL CRIMINAL OFFENSE ONLY AND IS NOT INTENDED FOR USE FOR ANY LOCAL, STATE, OR FEDERAL LAW ENFORCEMENT AGENCY.

By Direction: pcerteza

The absence of an original GUAM POLICE seal invalidates this police clearance.
REVISED 08/03/16

JOSEPH I. CRUZ
Chief of Police

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Linda Unpingco DeNorcey

[redacted]

EDUCATION

University of California, Los Angeles, California (UCLA)
John E. Anderson Graduate School of Management
Johnson & Johnson/UCLA Health Care Executive Program
July 2005

San Jose State University, San Jose, California
Masters of Public Health Degree-December 1990
(Grade Point Average 3.6)

University of San Francisco, San Francisco, California
Bachelor of Science Degree in Biological Science-May 1988
Summa Cum Laude (Grade Point Average 3.8)

Academy of Our Lady of Guam
High School Diploma
Class of 1982

EXPERIENCE

Department of Public Health & Social Services
123 Chalan Kareta Route 10
Mangilao, Guam 96932

Department of Public Health and Social Services January 1991-Present

Community Health Center Chief Executive Officer
(Northern and Southern Region Community Health Centers)
September 28, 2015-Present

Over the past three consecutive years, served as the CHC Chief Executive Officer for both Northern and Southern Region Community Health Centers

Northern Region Community Health Center (NRCHC) **achieved Patient Centered Medical Home (PCMH) as a Recognized Practice at Level 3 (Score of 85 out of 100 points) by the National Committee for Quality Assurance (NCQA) in 2018.** NCQA is a private, non-profit organization dedicated to improving health care by evaluating and reporting on the quality of health care throughout the United States. The **NCQA seal is a widely recognized symbol of quality signifying that an organization is well-managed and delivers high quality care and service.** There are three levels of NCQA recognition, ranging from Level 1 to Level 3, Level 3 being the highest. Achieving PCMH Recognition involves meeting requisite elements in six

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standard categories: *Patient Centered Access, Team-Based Care, Population Health Management, Care Management and Support, Care Coordination and Care Transitions, and Performance Measurement and Quality Improvement.*

The NRCHC has undergone a successful transformation into a PCMH, which is an approach to providing continuous, comprehensive, and coordinated-care in partnership with patients, their physicians, and their health care team. PCMH focuses on what patients want such as their health care needs, and they, along with the NRCHC health care team, make treatment decisions based on their preferences. Thus, patients become engaged in their own healthy behaviors and health care. Everyone in the NRCHC, from clinicians to front desk staff, works as a team to coordinate care from other providers and community resources to avoid costly medical complications, hospital Emergency Room (ER) visits, and/or admissions by focusing on prevention and managing chronic conditions.

Networked with the Guam CHC Board to prepare a resolution to increase the CHCs' Fee Schedule so that it follows the Medicare rate plus 5% and the 5% increase will be automatically applied each year on January 1st for five years without having to obtain approval from the Guam Legislators. Guam Legislators placed this resolution on Section 21 of the "2018 Budget Act" and it passed. Thus, the CHCs' Fee Schedule increased effective October 1, 2017.

Team writer of the Health Resources and Services Administration **"Service Area Competition" grant, HRSA awarded Guam $6,081,849** ($2,027,283 annually over the next three years (2018-2021).

2017 Completed CMS-588 form to apply for the Medicare re-certification for both Northern and Southern Region Community Health Centers. The applications were approved and so both CHCs have been granted Medicare recertification over the next years. Thus, the CHCs are be able to receive reimbursements from Centers for Medicare and Medicaid Services (CMS) for medical, laboratory, and pharmacy services rendered at the CHCs.

2017 Completed the National Health Services Corp (NHSC) re-certification application, which involved the completion and submission of the following documents: "National Health Service Corp Data" form, "Guam Behavioral Health and Wellness" contract, "NHSC Behavioral Health" form, "CHC Brochures", "Sliding Fee Application", "Sliding Fee Amount", "Sliding Fee Schedule", and the" Sliding Fee Signage". These documents were submitted and National Health Service Corp approved the re-certification of both Northern and Southern Region Community Health Centers as NHSC sites. Thus, NHSC Scholars and Loan Repayers may obtain employment at Guam CHCs to fulfill their financial obligations.

2015-2016 Networked with Good Samaritan Hospital in Los Angeles, California to apply for the U.S. Department of Agriculture Rural Utilities Service to finance a project providing distance learning and telemedicine services in a rural area. **The USDA funded $417,560 for this project and the Guam Community Health Centers have been implementing dermatology and rheumatology specialty services via telemedicine with Good Samaritan Hospital in Los Angeles, California.** Seventy (70) individuals received telemedicine services (19 individuals in 2016, 40 people in 2017, and 11 people in 2018).

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2016 Wrote the following **HRSA grants: the "Expanded Services" grant, "2015 Quality Improvement", the "FY 2016 Health Center Quality Improvement (QI), and the "Delivery System Health Information Investment" grant. Additionally, in FY 2016, Pacific Island Primary Care Association awarded the Guam CHCs $10,000 for quality assurance/quality improvement.** Wrote the **"Expanded Services" grant in which Guam was awarded $277,782** and this supplemental funding was used to cover the personnel cost of a new part-time pediatrician, 2 nurse aides, a medical record clerk, and an eligibility worker and expand the services of two existing pediatricians by 5 hrs/week. Funding was also be used to procure supplies, computers, printers, and ink cartridges, and to launch health promotional campaigns and the printing of educational materials. **Federal funding also increased during this quarter with the 2015 award of $26,860 from HRSA for quality improvement activities and a base adjustment of $41,502 resulting in a total of $346,144 more federal funding in FY 2016. Thus, a grand total of $1,959,851 was awarded in FY 2016. Moreover, the Guam CHCs was awarded the "FY 2016 Health Center Quality Improvement" (QI) fund in the amount of $12,877, which is a one-time grant supplement to recognize health centers that displayed high levels of quality performance in CY 2015 Uniform Data System reporting**, and provide support for health centers to continue strengthening quality improvement activities.

Furthermore, wrote with UH TASI Director the **"Delivery System Health Information Investment" grant, and HRSA awarded Guam this grant on September 2016**. The grant funding of $57,318 will focus on data aggregation, analytic capacity, and data quality improvement activities. Data from RPMS EHR would be extracted, transformed, and loaded (ETL) into a database that can be analyzed with a statistical software such as: R (Open Source Statistical Package). Through data analysis, there will be a better understanding of: the health needs of the population; the percentage of the population who have communicable, infectious, STD/HIV, and chronic diseases; co-morbidity (e.g., patients having both diabetes and cardiovascular disease); recurring CHC visits; and the cost for health care. Knowing the health care needs of the CHC population is crucial and with data aggregation, health care analytics, and data quality improvement activities. Other than HRSA funding, the Guam CHCs also received a **$10,000 mini-grant award from the Pacific Island Primary Care Association (PIPCA)** for quality improvement.

Health Services Administrator (also known as Bureau of Primary Care Services Administrator (Northern and Southern Region Community Health Centers)
January 1998-September 27, 2015

Over the past 17 consecutive years, served as the Acting Community Health Center Chief Executive Officer of both Northern and Southern Region Community Health Centers-Federally Qualified Health Centers; direct and manage the overall operations, financial, personnel, facilities, and maintenance management of two Federally Qualified Community Health Centers in Guam-the Northern Region Community Health Center and Southern Region Community Health Center. Administrative functions involve the direction, coordination, and implementation of primary health care programs and services including: general primary medical care, emergency medical services, urgent medical care, diagnostic laboratory services, gynecological & obstetrical care, prenatal care & postpartum care, "special kids clinic"-medical care for children

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with special health care needs, pediatric vision, hearing, and dental services, immunizations, well child services, family planning, STD/HIV counseling and treatment, Tuberculosis therapy, cancer screening and detection, communicable disease and chronic disease care, health education, case management, home-visiting, outreach immunization and primary health care clinics, behavioral health (mental health & substance abuse services), nutrition, social services, and pharmacy services.

Direct and manage the day-to-day operations of two Federally Qualified Community Health Centers (Northern and Southern Region Community Health Centers) to ensure that all activities are effectively carried out in accordance with CHC Board approved policies and procedures and CHC 330 (e) program requirements as follows: 1) development and implementation of a needs assessment, 2) implementing required and additional primary health care services; 3) adhering to staffing requirements; 4) conducting accessible hours of operation and location; 5) After Hours Coverage; 6) Hospital Admitting Privileges and Continuum of Care; 7) Sliding Fee Discount; 8) Quality Improvement/Quality Assurance Plan; 9) Key Management staff; 10) Contractual/Affiliation Agreements; 11) Collaborative Relationships; 12) Financial Management and Control Policies; 13) Billing and Collection; 14) Budget; 15) Program Data Reporting Systems; 16) Scope of Project; 17) Board Authority; 18) Board Composition; and 19) Conflict of Interest; develop organizational strategic planning sessions; and ensure effective system of ongoing quality assurance.

Direct and manage the day-to-day operations of Northern and Southern Region Guam Community Health centers staffed with **80 employees** to assure that all clinical services and financial activities are performed in accordance with CHC 330(e) federal program expectations and CHC Board approved policies and procedures. Additionally, evaluate the results of program activities to update strategic short-term and long-term plans and establish and implement policies and procedures for the efficient administration of public health and community health center programs and services. Spearhead the development of the following CHC policies and procedures: **163 community health center operating policies and procedures** (i.e., appointment scheduling, registration, medical records, compliance, patient clinical care, risk management and occupational exposure to blood borne pathogens, incident report, adverse drug reaction, prescription error, hazardous waste, complaints, referrals, billing, charges, payment, collection, facility, etc.); **chart audit and peer review policies and procedures**; **51 disaster preparedness policies and procedures** (i.e., typhoon, earthquake, hazardous materials, waste management, pandemic influenza, weapons of mass destruction, mass casualty, etc.); **19 CHC board policies and procedures** (i.e., corporate structure/board organization, organizational finance, personnel, employment grievance, etc); **55 Health Insurance Portability and Accountability Act (HIPAA) policies and procedures** (i.e., patient registration, appointment scheduling, patient consent for services, notice of privacy practices, disclosure of protected health information, security of medical records, etc.) to be in compliance with HIPAA; **Sliding Fee policies and procedures**; **Prepayment upfront and Cancellation fee policies and procedures**; and other organizational and administrative policies and procedures. Provide the CHC Board with information, advice, and guidance necessary to make informed and necessary decisions and to create board policies; assist the medical director in developing **16 medical protocols and quality standards of care** policies and procedures (e.g., Prenatal Care, Immunizations, Obesity, Diabetes Management, HIV, Hypertension, Cardiovascular Disease, Cancer, PAP Smear, Colorectal Cancer, Asthma, quality

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assurance and improvement management, venipuncture, HIV radiological results, medical correspondences, and pharmacy) to ensure quality of care, safety, efficiency, and cost effectiveness of the CHC operations.

Network with the CHC Board and CHC staff to **develop an organizational strategic plan, which includes governance, administrative, health, and financial planning** for the Community Health Centers and present the organizational strategic plan for approval to the CHC Board and HRSA Department of Health and Human Services for approval. **The strategic planning involves assessing the island-wide health needs of the community** through the conduction of island-wide needs assessment surveys; identifying and addressing high priority unmet needs in accordance with the health center's mission, vision, and values with particular focus on the health needs of target populations; and developing action plans and evaluation measures to assess the achievement of program goals and objectives.

The strategic planning process also involves **using the SWOT** (strengths, weaknesses, opportunities, threats) analysis and the force field analysis (assessing contributing and restraining forces), and developing an appropriate strategies to meet the health care needs of the community considering key trends and developments in the overall health care industry.

Network with the CHC Quality Assurance, Risk Management, and Pharmacy & Therapeutics committees to conduct periodic management review of the CHCs' quality assurance/improvement program. Network with the Quality Assurance Committee including the CHC Chief Medical Director **to implement key health transformational initiatives** such as: **the implementation of the electronic health system, Patient-Centered Health Care Home model of care and service, International Classification of Disease Code (ICD-10), Current Procedural Terminology (CPT) Code billing system, and the re-engineering of the CHC clinic flow to ensure quality of care standards and the efficiency and cost effectiveness of CHC operation.**

Implement quality assurance system, performance improvement, and risk management activities to augment and enhance quality of care, boost patient and employee satisfaction, augment patient safety including the minimization of prescription errors, adverse drug reactions, medical malpractice liabilities, and losses that may adversely impact the CHCs' operations and financial viability.

Lead the management staff (e.g., the CHC Medical Director, Quality Assurance team, and financial team) to ensure that they are carrying out their responsibilities appropriately in the clinical, programmatic, and service arenas to meet the performance standards and goals.

Identify and address CHC operating problems/issues and ensure that community health centers' operation are in compliance with all applicable federal and local laws, regulations, standards, and adherences to 19 Health Center Federal Program requirements.

Manage the overall financial operation of the two Guam community health centers; responsible for the financial management of two community health centers with an operating

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budget of over $6.5 million dollars; manage the CHCs' revenues (revenues generated from third party payers (i.e., Medicaid, Medicare, MIP, private insurance indemnities, and self-pay patients);

Ensure that all financial operations and procedures are conducted according to the Generally Accepted Accounting Principles (GAAP) with sound internal controls, and applicable federal and local laws, rules, and regulations.

Prepare the CHCs' annual budget annual budget and present the CHCs' budget to both the CHC Board of Directors and DPHSS Director for their final review and approval; implement appropriate corrective measures to bring actual financial performance in line with or exceeding budget projections.

Recommend appropriate and effective long-term financial strategies for CHC Board approval to ensure the continued financial viability and sustenance of the Guam Community Health Centers.

Facilitate financial strategic planning with the CHC Board to develop goals, objectives, and strategies to maximize revenues, control spending, and improve the CHCs' five financial performance measures (e.g., Total Cost per Total Patient, Medical Cost per Medical Encounter, Change in Net Assets to Expense Ratio, Working Capital to Monthly Expense Ratio, and Overall Charges Collected). Evaluate financial strategies and assist the CHC Board in improving the HRSA financial performance measures; network with the CHC Board in developing and implementing financial policies and procedures.

Ensure that the CHCs' annual fiscal audit is conducted and work with Department of Administration-Division of Accounts to assist and respond to independent and performance auditors' requests, inquiries, questionable costs, audit findings, and prepare corrective plan of action in response to any audit findings identified by the Government of Guam Independent Auditor.

Negotiate and administer all operating contracts and agreements pertaining to the procurement of goods and services for the CHCs ensuring that all continuing contractual obligations are being fulfilled.

Work with health care providers (physicians, mid-level providers), diagnostic laboratory vendors, commercial vendors, government agencies, hospitals, community based and non-profit organizations, and public health programs (e.g., Diagnostic Laboratory Services, Guam Behavioral Health and Wellness Center, Veteran's Hospital, Good Samaritan Hospital, Shriner's Hospital, Ryan White-ADAP, STD/HIV, Maternal Child Health, Family Planning, WIC, Medicaid, Breast and Cervical Cancer Early Detection, and Diabetes programs) receiving federal funding to implement health programs and leverage federal resources.

Identify Funds/Revenues for the Guam Community Health Centers by exploring various ways to diversify revenues; identifying and applying for federal grants including Capital funds to support the expansion and renovation of the CHCs.

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Wrote and administered federal grants including the "Increased Demand for Services", "New Access', "Expanded Medical Capacity", "Community Development Block Grant", "Health Care and Other Facilities", Smoking Cessation grant, "Capital Improvement" and the "Diabetes Collaborative" grants, which generated over $11 million dollars for Guam, thus improving access to primary care services/programs.

Wrote the "**Increased Demand for Service" grant** and garnished an additional **$310,184** as part of President Obama's American Recovery and Reinvestment Act (ARRA) to stimulate the U.S. economy during the recession period. The IDS grant launched the "Extended Outreach" clinics (Portable Care clinics) in a "one-stop shop" at which CHC physicians provide prenatal, well baby checks, treatment for minor skin infections, and physical exams to the poor residing in remote areas without running water, power, and a sewage system. **During the "Extended Outreach" clinics, the CHC physician and clinical support staff in partnership with the DPHSS federal programs (e.g., Breast and Cervical Cancer Early Detection Program, Maternal and Child Health, Vaccine for Children, WIC, Family Planning, STD/HIV, Medicaid), University of Guam Centers for Education and Developmental Disabilities and Research Services, Special Education Program, Head Start, DPHSS Dental, DPHSS Chronic Disease Prevention and Control Program, Paradise Fitness Center, and Guam Legal Services all go "out in the field" to provide primary health care, preventive services, and social services. Thus, the Guam CHCs bring primary health care, oral health, non-clinical, educational, and enabling services out to the community in lieu of the patients coming to the CHCs for such services.** Additionally, having the "Extended Outreach" clinics in a "one stop shop" within walking distance to the target population's residency, bridges gaps in transportation barriers to care to those most in need and least able to find health services. Although the grant expired, the Guam CHCs continue to this date (2018) to provide "Extended Outreach" clinics in isolated areas where the poor reside such as: Gill Baza, Santa Ana, Astumbo (in the Dededo village), Agat Mayor's Office, Pagachao Community Center (Agat), Gill Breeze, Zero Down (all in Yigo), etc. Thus, thousands of people received primary health care and preventive services including blood pressure and blood glucose screening, immunizations, hearing testing, fluoride varnish treatment, pregnancy testing, health education, maternal and child health services, Women, Infant, and Children (WIC) services, Head Start screening, etc.

Wrote the 1998 CHC grant for the establishment of NRCHC as a new access site. Guam was awarded $200,000 in federal fund; prepare the 1999-2009 Guam Community Health Center grant applications. HRSA increased Guam's CHC's funding from $183,470 in 1998 to $1,077,180 in 2008.

Wrote the "Expanded Medical Capacity" grant at which Guam was awarded $1.2 million from HRSA (a highly competitive grant in that only 86 awards were given in spite of hundreds of applicants) for the operational expansion of Northern Region Community Health Center, thus allowing the CHC to recruit additional providers and support staff in order to increase the number of patients and clinic visits (encounters). Guam was also awarded the "Health Care and Other Facilities Grant" from HRSA as well as the "Community Development Block Grant" through HRSA and U.S. Housing and Urban Development respectively, both grants **totaling $2,872,826 for the physical expansion of NRCHC.**

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Moreover, wrote the "**Community Development Block Grant (CDBG)", "Capital Improvement Program" (CIP ARRA) grant, and the Compact-Impact Assistant grant for the physical expansion and renovation of Southern Region Community Health Center**. These grants together with the 2007 Tobacco Asset Backed Bonds resulted in the garnishment of **$7.6 million dollars**. SRCHC would be expanded by **19,638 sq. ft. to the current 14,989 sq. ft. (from 14,989 to 34,627 sq. ft.)**, thus providing a larger, better-organized, and functional facility. The expansion involves the 1st floor addition of 8,674 sq. ft., a second floor construction of 10,125 sq. ft. and an 839 sq. ft. building to house a new generator. The 1st floor expansion consists of: 6 exam rooms, 3 isolation rooms, an oxygen room, a treatment room, a waiting room, a medical record file room, a medical record area, public restrooms, and a decontamination room. The upward expansion of a new second story (10,125 sq. ft.) consists of: CHC administration offices, Food Stamp office, WIC office, a waiting room, a telemedicine room, 2 conference rooms, and restrooms. The expansion also provides the infrastructure for isolation, infection control, and decontamination thus enhancing SRCHC's services as an island-wide treatment facility during emergencies/disasters. An 839 sq. ft. building was added to house two generators (a 600 KW generator and a 230 KWA) to provide continuous operation during power outages and a separate supply room was constructed to store the CHCs' share of the Strategic National Stockpile distribution.

Wrote the "Service Area Competition" (SAC) Grant resulting in **$5,640,355 ($1,128,071 annually)** in federal funding awarded to Guam from 2010-2015. **The grant received a score of 96 out of 100 points** and this grant was extremely competitive. The accomplishments of the aforementioned grants resulted in recognition of Guam CHCs as the "poster" of the Health Resources and Services Administration (HRSA). Guam CHCs was recognized by the federal government as FQHCs effectively utilizing the ARRA stimulus fund. HRSA currently has a video of Guam CHCs utilizing the stimulus funding at the Guam Community Health Centers.

Wrote the HRSA "Service Area Competition" grant for 2015-2018 garnishing over $5,029,705 million dollars over a three year period ($1,613,707 in 2015-2016, $1,707,999 in 2016-2017, and $1,707,999 in 2017-2018).

Wrote the "Eligibility Assistance and Outreach" grant and HRSA awarded the Guam Community Health Centers $128,234. The goal of this grant is to increase the CHCs' current outreach and enrollment assistance capacity by providing 4,160 people with culturally appropriate education and assistance in filing the Medicaid or CHIP applications through "in reach" and "outreach" activities conducted at the Northern and Southern areas so that at least 10% (416 individuals) would receive eligibility determination and/or enrollment in Medicaid or CHIP. Strategies in achieving this goal include: hiring 3 new FTE eligibility assistance workers, expanding eligibility assistance services through community outreach and partnership for the leveraging of resources, and providing culturally appropriate education and translation services to minimize linguistic and cultural barriers to care.

Wrote the "Compact-Impact Assistance" grant and U.S. Department of the Interior funded the Guam Community Health Centers $750,000 in 2014-2015 so that thousands of the uninsured, underserved, and indigent patients have access to medical, laboratory, and pharmacy services.

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Wrote the "Expanded Medical Capacity" grant in 2015 and the Guam CHCs were successfully awarded $226,300 to recruit additional staff and extend the CHC hours of operation. Thus, the CHCs have extended clinic hours in the evening and on Saturdays in January 2015.

Prepared the "Diabetes Collaborative" grant application. Guam's proposal was awarded among 100 community health centers throughout the U.S. and its territories. Thus, Guam has been part of the Diabetes Collaborative Pacific West Cluster. Through this project, the Diabetes Care (DC) team (myself being the senior leader), utilizes the plan, do, study, act (PDSA methodology) to evaluate improvement in the delivery of diabetes care to the target population. The DC team submits monthly reports to the coordinator of the Pacific West Cluster via the Northwest Regional Primary Care Association.

Direct the Personnel Management of the Northern and Southern Region Community Health Centers by recruiting and orienting CHC providers and support staff including contracted providers for coverage purposes; developing and maintaining effective personnel policies approved by the CHC Board; supervising the CHC management/leadership team to handle employee and patient problems, conflicts, complaints, and grievances; review and recommend appropriate action concerning the centers' personnel by issuing grievances and disciplinary action as needed; maintaining positive and professional relationships among employees to improve staff morale.

Maintain the personnel organizational chart with clearly defined roles and relationships; maintain personnel records and files of employees; develop work plan and performance evaluations of 80 personnel CHC staff; and ensure an ongoing, effective system of written and verbal staff communications including regular Executive Team, Leadership Team, and staff meetings.

Direct the Facility and Maintenance Management of the Guam Community Health Centers to ensure that the facilities and equipment are maintained and operated in a safe and secure manner and that it conforms with the building and fire codes and OSHA safety regulations. Recommend and implement plans for facility improvement; repair plumbing, electrical, air conditioning units, generators, and other facility plant problems; repair roof leaks, etc.

Recommend to the CHC Board a capital plan to maintain and improve the facilities in accordance with CHCs' Board approved budgets and directives.

Actively participate in the following committees:
Head Start Advisory Council-participate in developing plans and activities for the Guam Head Start program.

CHC Board Financial Strategic Planning Committee-facilitate financial plans with the CHC Board of Directors to develop strategies to address 5 HRSA Financial Performance Measures (e.g., Total Cost per Patient; Total Medical Cost Per Encounter; Working Capital to Expense; Change in Net Assets to Monthly Expense; and Overall Charges Collected).

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Guam CHC Strategic Planning Committee-facilitate the strategic planning sessions to develop goals, objectives, strategies on health and business plans in accordance with Federal Health Center Program requirements.

Micronesian Area Health Education Center (AHEC) Board member-attend meetings to develop strategies to improve the health professional work force development in Guam.

Non-Communicable Disease Consortium member-provide input on strategies to combat non-communicable diseases.

Prenatal Care Committee-Committee to develop strategies to promote early entry into prenatal care services and to promote educational interventions in the community.

Pacific Island Primary Care Association Board Member-develop strategies to improve primary health care and preventive services throughout the Pacific Jurisdictions.

Guam Diabetes Coalition-develop strategies to prevent and control diabetes in Guam's community.

Maintain effective professional relationships externally with community leaders, health and social service providers, and leaders of governmental entities, non-profit organizations, private businesses, and the media, etc.

Advocate for specific health policy issues at the national, regional, and state levels through participation in professional meetings and functions relevant to the health centers. Regional and local meetings include: **Uniform Data System, Pacific Health Officer's Association (PIHOA) meeting, Pacific Island Primary Care Association Meeting, National Association of Community Health Center, Financial Management, and Western States Hemophilia Treatment Centers meeting, and Non-Communicable Disease Consortium** to ensure access to health care, especially for the target population (low income, uninsured, and underinsured).

Develop and implement an effective marketing plan with effective public relations strategies and activities that promote the Northern and Southern Region Community Health Centers.

Work closely with the CHC Board of Directors; prepare monthly CHC Board meeting minutes; document all recommendations made by the CHC Board of Directors; assist the CHC Board in developing Board policies and procedures; maintain documentation of all Board policies and procedures.

Provide monthly written reports to the CHC Board of Directors that are informative, appropriate, accurate, and timely addressing key issues that impact health center operations.

Effectively work with the CHC Board and educate them on issues and trends in health care; make appropriate recommendations to help the CHC Board to make sound business decisions and identify key actions to be taken to address the health needs of the community.

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Inform the CHC Board President of specific key financial and/or operational problems/issues.

Develop the "co-applicant agreement" between the CHC Board (co-applicant) and the DPHSS (public entity), which specifies the sharing of authority in the following areas: board membership, annual budget, selection and employment of the CHC Executive Director (also named the BPCS Administrator), grant application, personnel policies and procedures, evaluation of center activities; evaluation of project objectives, strategic and operational planning, financial management and control systems, and the identification and leveraging of resources.

Work with the CHC Board in preparing the CHC Bylaws and Articles of Incorporation for the establishment of the 501 (c) 3 non-profit organization; network with the CHC Board of Directors to conduct fundraising activities such as the annual CHC golf tournament; raise funds through donations from private business organizations and utilize funds to implement program activities and procure supplies and equipment for the CHCs.

Assess and evaluate the health care problems and needs of the community and prioritize Guam's health needs including identifying causes/risk factors for each priority health problems/needs using the Nominal Group Technique and Focus Group Discussion. Establish priorities for the delivery of health services by developing program and operational objectives and strategies (plans of action), creating new interventions, and implementing appropriate changes to improve program effectiveness.

Facilitate the CHC management team and the CHC Board of Directors in: assessing the needs of the uninsured, indigent, and medically underserved population; prioritizing Guam's health needs/problems; developing strategic and financial plans through sessions with the Strategic Planning Committee (consisting of representatives of the Guam Community Health Center Board, DPHSS medical director, CHC medical director, nurse supervisors, physicians of the CHCs, and representatives from the community-based organizations, and DPHSS program staff).

Participate in the "Uninsured Focus Group Discussion" facilitated by an Economist from the University of Guam, which was part of a research to examine the complex issues surrounding health coverage and access to health care among Guam's people. The goal of the study is to develop comprehensive strategies to provide health coverage for Guam's people who are uninsured or underinsured. The lack of health insurance coverage is one of Guam's most critical social challenges and affects a large number of people. The impact of having a large uninsured population is significant. To find a viable solution to this problem, business leaders, insurance executives, health professionals, elected officials, and uninsured individuals were invited to participate in a focus group discussion to share their thoughts on how Guam might address the growing number of people who do not have access to health care. As a participant in this focus group study, I presented the results of the uninsured focus group discussion during the Health Summit. Additionally, participated in the Governor's Health Summit by presenting the health care needs of the MIP, Medicaid, and uninsured population (i.e., delayed entry into prenatal care or the lack of prenatal care, premature deliveries, low birth weight babies, children with special health care needs, childhood disease outbreaks (i.e., measles, mumps, rubella, pertussis), teenage pregnancy, gaps in the provision of pharmacy services, diabetes complications resulting from uncontrolled diabetes, cardiovascular diseases, sexually transmitted diseases, and communicable diseases).

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Additionally, partner with Guam Housing and Urban Development Authority as a member of the Guam Homeless Coalition to evaluate the health needs of individuals and families with children experiencing homelessness and develop an island-wide plan to increase access to health, housing, employment, and training programs for homeless individuals and families with children. .

As a strategic management team member of Project Tinituhon, assist UOG CEDDARS in the development of an island-wide plan for the establishment of a medical home for children 0-5 years old.

As a board member of the Pacific Island Primary Care Association, participate in identifying strengths, weaknesses, opportunities, and threats (SWOT) in accessing primary health care services and through such analysis, health plans and priorities are established to improve primary care systems within the Pacific Island jurisdictions. Also assist in building and sustaining local and regional primary health care capacity through telemedicine, education, and continuing medical education training.

Provide technical assistance, consultation, and professional expertise in primary health care services to other federal programs, community-based organizations, and other pacific islands as a grant writing consultant. Provided technical assistance to Yap (Federated State of Micronesia) and Saipan Kagman Board of Directors in program planning and evaluation; described the steps in the Planning Process which involves problem analysis/needs assessment, developing goals/objectives, interventions and evaluation measures; conduct work group session with Yap Health Department staff and the Saipan Kagman Board of Directors to identify health problems, assess the health status, health care access, delivery systems, and needs of the Saipan and Yap population determined through primary and secondary data, community perceptions, or other means; facilitated the work group in prioritizing health needs/problems by ranking them to determine the top ten problems in Yap and Saipan; explained the Nominal Group Process to the work group; facilitate the work group in analyzing each priority health needs/problems in Yap and Saipan (i.e., identifying causes/risk factors, direct and indirect contributing factors to each health problems) using the Nominal Group Technique; assist Yap health professionals/stakeholders and Saipan Kagman Board of Directors in developing goals, objectives, strategies (interventions/plans of action) and evaluation measures to address health problems and develop business plans to improve Yap and Saipan health center's financial and operation management.

Evaluate programs and services such as Maternal Child Health, Family Planning, STD/HIV, Breast and Cervical Cancer Early Detection, Ryan White, Fluoride Varnish, WIC, Child Protective Services, Medicaid, Immunization, and Chronic Disease and Prevention programs and revise memorandum of agreements with the aforementioned federal programs to meet the primary health care needs of the island-wide community. By providing affordable primary health care services and education on lifestyle choices to reduce health disparities, the most vulnerable do have a "medical home" via the Northern and Southern Region Community Health Centers, where they can actively participate in meeting their own health care needs, thus lessening the deterioration of their medical condition.

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Implement health care delivery system changes to improve program effectiveness as a result of more and more patients in need of primary health care, especially those who lack transportation. Spearhead change in terms of health care services being brought out to the community instead of having patients come to the CHCs for services. Coordinated "extended primary health care clinics" at the northern area where the poorest people reside so that services are offered at convenient locations (within walking distance) for the medically underserved and Federated States of Micronesia (FSM) immigrants. During this "extended" clinic outreach, the CHC physician, physically goes "out in the field" and provides well baby check ups, acute care services for those afflicted with skin infections and respiratory ailments. Coordinate the partnering of the CHCs with the DPHSS Dental Program, Guam Immunization Program, WIC Program, UOG CEDDARS, Headstart, Special Education Pre-School Program, Diabetes, Chronic Disease Prevention and Control, Cancer Awareness Program, Guam Immunization Program, Guam Memorial Hospital, and the Office of Highway Safety to conduct fluoride varnish treatment, immunizations, WIC nutrition services, hearing testing, health education, diabetes and hypertension education, cancer screening, and child safety services during the "extended" clinics. Since this pilot project has been a great success (approximately 227 encounters were made) in that the target population responded affirmatively, this intervention is being conducted quarterly.

To improve program effectiveness of STD/HIV, Title II-Ryan White (ADAP), Title X-Family Planning, Northern and Southern Region Community Health Centers, spearhead and coordinate the participation of these programs into **the 340 B Drug Discount Pricing program via Amerisource Bergen, one of the national pharmacy distributors in the U.S. Completed and submitted the 340B and Prime Vendor applications to Amerisource Bergen, and network with the DOA Controller, General Services Agency Chief Procurement Officer, the Treasurer of Guam, and the Bank of Guam Credit Application Manager to prepare the Wells Fargo Bank (Bank of Guam's Beneficiary Advising Bank) Letter of Credit. (This was the first time any government of Guam agency has ever used a letter of credit for procurement practices).** Through these activities, effectiveness of the aforementioned programs improved in that these programs are no longer in violation of the Federal Cost Principle. Otherwise, failure to implement the change in terms of participating in the 340B program would have resulted in a negative audit finding, cost disallowance, or grant funding offset of the aforementioned federal programs. Participation in the 340B program also results in program improvement in that the Central Public Health and CHC pharmacies can now have ample stock of medications for distribution resulting in patient adherence to their treatment regimen. The change also resulted in a tremendous cost savings for the local government in that pharmaceutical supplies and medications are procured at a reasonable price (three to four times lower than local vendors).

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Plan, coordinate, and implement activities, contracts, and/or agreements with other governmental agencies, private health clinics, the medical community, and public health programs (i.e., Medicaid, MIP, Immunization, Dental Health, WIC, Maternal and Child Health, Children with Special Health Care Needs, Child Protective Services, Tuberculosis, STD/HIV, Ryan White (ADAP), Family Planning, Breast & Cervical Cancer, and Diabetes).

Prepare contract agreement between Guam Housing and Urban Renewal Authority (GHURA) and the Department of Public Health and Social Services for the Northern Region Community Health

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Expansion and Renovation project. Additionally, prepare contractual agreement between Guam Housing and Urban Renewal Authority, Guam Economic Development and Commerce Authority, and Department of Public Health and Social Services, which clearly defines the construction management and procurement contract administration of the Southern Region Community Health Center expansion and renovation project.

Coordinate with Pediatric Evaluation and Developmental Services and UOG Center for Excellence in Developmental Disabilities Education, Research Service (CEDDERS) to conduct the "Special Kids Clinic" and provide a "medical home" for children with special health care needs to lessen the usage of GMHA Emergency Room. The CHC takes a multidisciplinary approach involving the CHC pediatricians, Early Intervention nurse, DPHSS Social worker, and other therapists to assess children with special health care needs and develop a treatment plan to ensure that the child receives the appropriate health services. Additionally, partner with UOG CEDDERS by being a member of the Family Support and Parent Education Strategic Management Team. Through such partnerships, the CHCs provide primary care services, developmental and hearing screening to children with or at-risk for developmental delay and coordinate appropriate intervention services for these children. UOG CEDDERS also provides the CHCs with hearing equipment and train the CHC staff on how to conduct a hearing testing.

Coordinate the provision of primary care services with Sanctuary, Department of Youth Affairs, and Department of Corrections; partner with the UOG College of Agriculture and Life Sciences to coordinate nutrition and cooking demonstration classes at the CHCs for patients with chronic diseases; coordinate with Guam Memorial Hospital the admission of CHC patients and provide follow up care of patients without a primary care provider and/or health insurance at the CHCs; partner with home health agencies such as Health Services of the Pacific to refer patients in need of home care and health education services.

Recruit physicians (i.e., internists, family practitioners, pediatricians), mid-level providers (i.e., nurse practitioners, certified nurse midwife) nurses, and pharmacists by partnering with HRSA and the National Health Services Corp. (NHSC) to revise Guam's Health Professional Shortage Area (HPSA) scores so that Guam ranks as a high priority medically underserved area designation. Complete the NHSC application and coordinate with NHSC the advertising of health professional vacancies in Guam via the NHSC website.

Coordinate with Pederson Law Group, Inc. in Washington, D.C. to complete the J1-Visa and H-1B application forms to recruit physicians who are foreign medical school graduates to work in Guam. Two applications were successfully submitted resulting in the recruitment of an internist for the CHCs and a pediatrician for GMHA.

Partner with the National Association of Community Health Center, Hawaii Primary Care Association, Pacific Island Health Officer's Association, and the Pacific Island Primary Care Association to keep abreast of health care changes and community needs as well as to establish community networks and advocacy in building, integrating, and stabilizing primary health care system capabilities in Guam and the Pacific Island jurisdictions (i.e., Federated States of Micronesia, Republic of the Marshall Islands, Palau, and the Commonwealth of the Northern Mariana Islands).

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Partner with Tripler Army Medical Center for medical consultation and referrals of patients; Network with Guam Health Care and Hospital Development Foundation (GHCHDF), Guam Rediology Consultants, and Guam Telephone Authority to implement telemedicine at the CHCs. The foundation's Board of Directors, Dr. Berg, and GTA donated computers, software, LCD screen, and telecommunication bandwidth services for telemedicine and the CHCs procured additional cameras and polycom applications so that every exam room has the telemedicine capability. Through this health information technology, the CHC physicians are able to consult with physician specialist from off-island to diagnose and treat patients with diseases/illnesses that are complicated and not easily diagnosed. Additionally, network with Diagnostic Laboratory Services (DLS) Inc. so that CHC physicians can obtain laboratory tests through DLS's web-based system. This has greatly enhanced the quality of patient care.

Collaborate with Pacific Quality Health Foundation to implement the Diabetes Care Monitoring System so that patients with diabetes are monitored for the standards of diabetes care; member of the diabetes coalition, which aims to increase public awareness and education to reduce morbidity and mortality rates associated with diabetes; network with Seventh Day Adventist to conduct diabetes and cardiovascular education classes at the CHC site.

Partner with Sage, Etreby, the National Diabetes Collaborative-Pacific West Cluster, and the Guam Immunization program to procure, install, and upgrade Health Pro XL, Etreby, Patient Care Electronic System (PECS), and Web IZ management information systems respectively to improve the Northern and Southern Region Community Health Centers' clinical performance measures.

Contract Sage Inc., to implement and continually upgrade the Practice Management Information System (Health Pro XL), a clinical and billing information system; spearhead the development of medical and laboratory encounter forms with CPT and ICD-9 codes for the billing of CHC services; network with Sage, Inc. to configure the HCFA 1500 billing forms for Medicare, Medicaid, MIP, and private insurance indemnities; coordinate the Electronic Data Interchange (EDI) set up so that the CHCs can electronically bill National Government Services for Medicare reimbursements; network with National Government Services by submitting the Medicare application to enroll Northern Region Community Health Center as a Medicare provider. The application was successfully submitted so NRCHC can now obtain Medicare reimbursements.

Contract Etreby Inc., for the procurement, and installation of Etreby, a pharmacy information system, which aids the pharmacists in conducting point in stock inventory, utilization review, drug contraindications, and patient education.

Coordinate with Guam Immunization Program the implementation of the Web IZ software, an immunization registry, which monitors and tracks vaccinations administered to patients.

Collaborate with Staywell, Calvo's Select Care, Multicover, and Asia Pacific Care to prepare contracts for the provision of primary health care, laboratory, and pharmacy services at the CHCs; contract Diagnostic Laboratory Services Inc. for PAP Smear, Group B Strep Screening, and other diagnostic testing unavailable at the Guam Community Health Centers.

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Partner with GMHA, Take Care, Seventh Day Adventist Clinic, The Doctor's Clinic, and GMHA staff to write the "Medical Surge" component of Guam's Island-wide Pandemic Influenza Plan. This plan was presented to the Pandemic Task Force comprised of various government autonomous and line agencies (i.e., GPA, GPSS, GAA, GPD, GFD, GMHA) and Naval Hospital.

Coordinate with governmental agencies (i.e., Guam Public School, GMHA, GPA, Office of Homeland Security) and Naval Hospital to plan and implement the "Top Off 4 Radiological Dispersal Device (RDD)" exercise on Guam, which is a congressionally mandated counter-terrorism exercise, designed to strengthen Guam's capacity to prepare for, prevent, respond to, and recover from terrorist attacks and weapons of mass destructions. The CHCs participated in this exercise since it functions as a treatment facility during emergencies and/or disasters.

As a health insurance negotiation advisory board member (representing the Department of Public Health and Social Services), participated in meeting with other board members from the government agencies (i.e., Guam Public School System, Department of Revenue and Taxation, Government of Guam Retirement Fund, Superior Court of Guam, Department of Administration, Department of Mental Health and Substance Abuse, and Guam Memorial Hospital) to implement Government of Guam health insurance negotiation activities with Staywell and Calvo's Select Care.

Network and establish agreements with federal programs under the Department of Public Health and Social Services. Coordinate activities with the Guam State Medicaid and MIP Office (Bureau of Health Care Financing Administration) to improve health care and ancillary services provided to Medicaid and MIP patients. Network with Guam State MIP and Medicaid Offices to review and amend the Guam Medicaid/MIP formulary (listing of medications funded by Medicaid/MIP), provide strategies to improve MIP and Medicaid services, expedite billing and collection of account receivables, and renew agreement as the MIP/Medicaid service provider.

Coordinate with the Guam Immunization Program in providing immunization services at the CHCs and via outreach immunization clinics (i.e., health fairs, malls, village mayor offices, and isolated areas). Coordinate quality assurance (QA) activities through immunization audits in an effort to increase the percentage of children 2 years old completing the basic immunization series. QA meetings are held to share the results of the immunization audits to further minimize missed opportunities for vaccination among children seen at the CHCs.

Coordinate with the dental program in the referral of CHC patients who are in need of dental care and implement the fluoride varnish treatment during well child visits. The dental staff trains CHC physicians and nursing staff in administering fluoride varnish on children's teeth.

Network with the WIC program in referring patients with nutritional deficiencies, anemia, and/or inappropriate weight gain to the WIC program; partner with the Maternal Child Health Program in providing prenatal care and postpartum care, well child services, acute outpatient care services to women and children enrolled in the MCH program; coordinate physical exams for children under the custody of the Bureau of Social Services Administration; provide directly observed therapy for patients with Tuberculosis; partner with the Guam STD/HIV program in leveraging federal STD dollars to pay for the salaries of two part-time physicians for the provision of STD services at the

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CHCs; collaborate with the Guam STD program in contact surveillance and follow-up to ensure that 100% of patients and their partners with sexually transmitted infections are tracked and treated, and provide safe sex education to decrease transmission; provide communicable disease care to patients; partner with the Family Planning program to provide contraceptive device and counseling to prevent unwanted pregnancies and promote the timely spacing of children.

Coordinate with Guam Breast and Cervical Cancer Early Detection (BCCED) program for the provision of breast and pelvic exams and PAP testing to "high risk" women who have socio-economic barriers to medical care. The program in turn reimburses the CHCs for services provided to uninsured patients enrolled in the BCCEDP.

Partner with the Diabetes program by providing diabetes education classes and assisting patients in achieving self-management goals to control their diabetes, thus reducing long-term complications associated with diabetes.

Direct and evaluate the "Economic Impact Study", a research study of the Department of Public Health, Guam Community Health Centers in collaboration with the University of Guam Economist. The Economic Impact Study had to be done as a prerequisite to increasing the CHCs' fee schedule as mandated by Guam's public law. The research activities involved the following: a history of Guam Community Health Center fee schedule increase over the last ten years; an analysis of the present fee structure compared to other health clinics; a comparison of the proposed fees to other health clinics; an analysis of the Guam Community Health Centers' present fee structure to present cost (Do the present fees cover existing cost?); an analysis of the proposed fee structure to present cost (Do the proposed fees cover existing cost?). The research study and results were printed and orally presented to the Chairperson of the Legislative Committee on Health and a public hearing of the study was conducted as required by the Administrative Adjudication process. The Guam Legislature reviewed and approved the Economic Impact study on the proposed fee schedule increase, thus resulting in the amendment of the CHCs' fee schedule, which has not been done over the past 15 years.

Completed 120 contact hours and received 12 continuing education units by taking the "Management in Health" course from the University of Guam, sponsored by U.S. Communicable Disease Center Management Development Program. The course involved analyzing Guam's health problems, prioritizing the health problems, and selecting one health problem and extensively research this problem to develop strategies to address this problem.
Additionally, completed the UCLA Health Care Executive Program, a program to help health care executives throughout the U.S. acquire leadership and management skills to maximize quality of care provided to the underserved population and to expand scarce financial resources. During this course, participants had to research health problems within their community and develop and implement a community health improvement project (CHIP). "Open Access Scheduling" was implemented at Northern Region Community Health Center to improve quality of care as well as patient and staff satisfaction.

Coordinate with the other Bureau administrators within the division of Public Health to work on Public Health's division budget, which includes local, healthy futures, general fund, program income, and federal funding and present the budget to the CHC board for review and approval;

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participate in the DPHSS' budget hearing answering budget questions presented by the Guam Legislators.

Manage the financial activities of the NRCHC and SRCHC including preparing the CHCs' annual operating budget; updating the fee schedule; managing the allotment/modification of the local, program income, healthy futures, and federal funds; administering the procurement of supplies, equipment, capital outlay, and contractual services for the NRCHC and SRCHC's nursing, laboratory, pharmacy, medical record, business, and administrative sections; and reconciling federal, local, and program income funds with the Department of Administration's AS 400 Accounting System.

Perform an array of other administrative functions including preparing reports and work performance evaluations of section supervisors, and recommending appropriate personnel actions.

Work with the CHC staff in preparing the Medicare Cost Report, Financial Status Report, and Uniform Data System report (federal reports) for United Government Services, HRSA Grants Management Office, and Region IX respectively; prepare CHC quarterly and annual local reports, and analyze the Patient Satisfaction Surveys; develop the Work Plan and Performance Evaluation (WPPE) of NRCHC and SRCHC physicians, the Nursing, Medical Record, Laboratory, Pharmacy, IT, and Business Office supervisors; and review and recommend appropriate personnel action such as the employment, promotion, and transfer of staff (transfer attributed to change in staffing pattern, personnel and/or program requirements) in accordance with the Government of Guam personnel policies and procedures.

Administer personnel training and safety to prepare the CHCs for any man-made and/or natural disasters; facilitate the CHC Pandemic Influenza Committee to develop the "CHC Pandemic Influenza" "Pandemic Influenza Continuity of Operation", and the "Weapons of Mass Destruction" plans. Conduct staff training on START triage, pediatric triage, dry decontamination, and donning of personal protective equipment. Additionally, facilitate with the DPHSS Medical Director the "Pandemic Influenza" training to prepare staff in responding to Pandemic Influenza outbreak. Staff receive information on pandemic influenza etiology, universal precautionary measures, methods to prevent the CHCs from cross contamination, and training in inventory management of Strategic National Stockpiles (medications and equipment flown from the U.S. during emergencies/disasters). The CHCs serve as a treatment facility during emergencies/disasters and the NRCHC pharmacy is one of the points of distribution of Strategic National Stockpiles. Additionally, conduct fire drills to prepare the CHC staff and patients in evacuating the building during an emergency.

Work with the Guam Public Auditor to develop request for proposals and agreements for the CHC audit and the economic impact study of the proposed CHC fee schedule increase; network with UOG Economist to provide assistance in developing the economic impact study of the proposed fee schedule increase; spearhead the revision of the medical, laboratory, pharmacy, and supplies fee schedule by working with community health center staff and physicians. In March 2006, the CHCs successfully obtained approval by both the governor and the Guam Legislature through the Administrative Adjudication process to increase its fee schedule.

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Develop two needs assessments, "Guam Community Health Centers Health Plan/Business Associate/Trading Partner Survey" and the "Information Flow Assessment Questionnaire". The former survey was disseminated to health insurance companies and private providers, while the latter survey was given to the CHC physicians and staff. The purpose of the surveys was to identify gaps/risks and readiness of the CHCs in meeting HIPAA compliance. The survey also aided in the development of strategic plans to achieve the privacy standards and national health care transactions and code set (administrative simplification) standards.

Member of the HIPAA Committee and facilitated the HIPAA Committee meetings to develop 44 privacy policies and procedures and 16 forms to ensure that the centers adhere to the Administrative Simplification Title II of the HIPAA law.

Coordinate quality improvement meetings and implement quality improvement activities including 1) updating the CHCs' operating policies (i.e., appointment scheduling, registration, patient communication, medical records, compliance, patient clinical care, referrals, complaints, risk management, billing, charges, payment, collection, facilities, etc.) 2) updating disaster preparedness policies and procedures, 3) reviewing board policies and procedures; 4) analyzing Patient Satisfaction Surveys; and 5) revising medical forms (i.e., immunization forms, well child visit sheets, and medical and laboratory encounter forms with the latest Current Procedural Terminology (CPT) and International Classification of Disease (ICD-9) codes).

Participate in CHC Board of Director's monthly meetings and work with the board members to modify health care and financial policies and procedures (i.e., sliding fee, fee schedule, billing and collection); provide the CHC Board of Directors with information on the revenues, expenditures, account receivables, charges, payments, adjustments, aged accounts, and other information necessary to carry out their fiduciary responsibilities; address issues/concerns related to the operation of the CHCs; assist the CHC Board of Directors to resolve patient grievances, risk management, problematic issues, and complaints made by CHC patients and staff;

Facilitate strategic planning sessions with the Guam CHC Board to develop objectives and strategies to improve the health care of Guam's community as well as to maintain the CHCs' financial sustenance; facilitate Supervisor's, Bureau of Primary Care Services, Quality Assurance, and the Diabetes Collaborative meetings.

Review and comment on proposed health care legislation; prepare written testimonies on proposed health care legislation; and participate in legislative public hearings.

Participate in the DPHSS Management Team, Diabetes Collaborative, CHC Board, Pacific Island Primary Care Association, and National Association of Community Health Center (NACHC) meetings.

Respond to Territorial emergencies by operating the Southern Region Community Health Center (SRCHC) during the typhoon; activate and work with personnel in the direct delivery of primary health care/emergency services (i.e., physicians, nurses, medical record clerk) throughout the typhoon and communicate with the Office of Civil Defense throughout the typhoon.

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Health Services Consultant-2000 to 2011
Provide technical assistance, consultation, and professional expertise in primary health care services to other federal programs and community based organizations. **Grant Writing Consultant for Yap (Federated State of Micronesia) and Saipan.** Provided technical assistance in Program Planning and Evaluation; describe the steps in the Planning Process which involves problem analysis/needs assessment, goals/objectives, development and selection of interventions, programming, and evaluation; conducted work group session with Yap Health Department staff to identify health problems, assess the health status, health care access, delivery systems, and needs of the Yap population determined through primary and secondary data, community perceptions, or other means; facilitated the work group in prioritizing health problems/International Classification of Diseases by ranking them to determine the top ten problems in Yap; explained the Nominal Group Process to the work group; facilitated the work group in analyzing each priority health problem in Yap (i.e., identifying causes/risk factors, direct and indirect contributing factors to each health problems) using the Nominal Group Technique; assisted Yap health professionals/stakeholders in developing goals, objectives, strategies (interventions/plans of action) and evaluation measures to address health problems in the perinatal, pediatric, adolescent, adult, and geriatric life cycles; assisted Yap health professionals/stakeholders in developing goals, objectives, strategies (interventions/plans of action) and evaluation measures to address problems in fiscal, management information system, administration, facility, and governance. The health and business plans were included in Yap's Community Health Center grant application as a new access site.

Provide grant writing consultation services to Saipan in their quest in applying as a new access Community Health Center site. Conduct CHC Board training to the Kagman Community Health Center Board of Directors so that they are knowledgeable of federal Health Center Program requirements and the fiduciary role of Community Health Center Board of Directors.

Department of Public Health and Social Services Maternal Child Health & Family Planning Acting Program Coordinator IV and Health Educator III-- January 1991-1998
Assumed the duties and responsibilities of a Program Coordinator IV for the Maternal and Child Health Program for several years.

For the past six years, directed and coordinated the planning, development, implementation, and evaluation of services and activities of the Maternal and Child Health (MCH) and Family Planning (FP) Programs in order to accomplish MCH and FP program objectives.

Team leader and Co-writer of the 1993-1998 Maternal and Child Health Title V Preventive Federal Block Grants; co-writer of the 1992-1995 Family Planning Title X Federal Grant applications; prepare the 1998 Family Planning Title X Grant Proposal.

Prepare the 1997 Guam Prenatal Smoking Cessation (GPSC) Grant Application. The GPSC Grant Application was selected among 22 U.S. states and territories to receive funding from the Association of Maternal and Child Health Programs (AMCHP). Grant applications were reviewed by technical staff of the Centers for Disease Control and Prevention and by a subgroup of AMCHP's Policy and Program Development Committee which made all final award decisions. Selection was

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highly competitive because only ten of the U.S. states and territories were awarded. The GPSC Project, a chronic disease prevention and control intervention, aimed to reduce the risk of cancer among women. In addition, the project proposed to decrease the number of low birth weight babies. The GPSC Project utilized health care clinicians (e.g., nurse practitioners, nurses, health educators) to assist pregnant, smoking women seen at Public Health or Family Health Plan to: identify the short-term and long-term health effects of smoking; identify alternatives to smoking; apply cognitive and behavioral activities that distract attention from smoking urges; identify ways to cope with stressors associated with quitting; and formulate a buddy support system. Moreover, these health care clinicians counseled smoking women in a supportive, nonjudgmental manner.

Network with American Cancer Society, Family Health Plan, University of Guam College of Agriculture and Life Sciences (UOG-CALS), and the DPHSS' Health Education Unit to plan and implement the GPSC Project.

Develop the following needs assessments: "Prenatal Care Services Questionnaire," "Early Prenatal Counseling Class Questionnaire," "Diabetes Questionnaire," "Preconceptional Health Appraisal Form," "Smoking Questionnaire," "Norplant/Depo-Provera,"Male Involvement/Sexual Responsibility Questionnaire," "Pregnancy Risk Assessment Monitoring System (PRAMS)," "Toddler Survey (TS)," "Child Health Survey (CHS)," "Children With Special Health Needs (CSHN) Survey," and the Out of School Youth Risk Behavior (OOSYRB) Survey."
Prepared the Facility Information Sheet, Reaction Sheet, Flow Chart, and Instruction for administering the PRAMS, TS, CHS, CSHN, and OOSYRB Survey.

Conduct a Needs Assessment in-service training to the Bureau of Family Health & Nursing staff. The training provided information on: the definition and purpose of a needs assessment; description of the surveys and the target groups who will complete the surveys; date and time to administer the surveys; instructions in the administration of the surveys to clients; and instructions for completing the Facility Information and Reaction sheets.

The PRAMS, TS, CHS, CSHN, and the OOSYRB needs assessments were conducted at the following public and private clinics: Harmon Pediatrics, Doctor's Clinic, Anderson Air Force Base, Pediatric Clinic, Family Health Plan, Seventh Day Adventist, Asan Medical Clinic, Southern Region Community Health Center, Central and Northern Region Health Centers. Collaborate with Department of Public Health & Social Services' Office of Vital Statistics for the statistical data analysis of the above needs assessments via IMPS Software.

Coordinate and implement Maternal and Child Health workshops through the MCH Advisory Council to identify health needs and problems; prioritize Guam's health problems; identify causes/risk factors for each priority problems using the Nominal Group Technique and Focus Group Discussion; analyze and generate solutions to priority health problems; develop program and operational objectives for each of the priority health problems; assess existing program interventions (plans of action) to determine the need to revise/modify, delete, or create new interventions; develop quantitative measures to monitor the progress towards the achievement of program and operational objectives; and reinitiate the planning cycle.

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Spearhead the coordination and implementation of the 11th Annual Pacific Basin Family Planning Conference and the Guam Family Planning Conference for the Pacific jurisdictions and health professionals on Guam. The Annual Pacific Basin Family Planning conference provided 16.2 Continuing Education contact hours to participants from the Pacific jurisdictions. In addition, participants of the Guam Family Planning conference earned 12 Continuing Education contact hours.

Assessed staff training and technical assistance needs and provided consultation/technical assistance and training to MCH, FP, and nursing staff, health and allied health professionals, medical social workers, school health counselors and instructors, and community-based organizations.

Implement the "Breastfeeding and the Use of an Electric Breastpump" inservice training which met the Continuing Nursing Education Task Group of Guam (CNET) training requirements. Participating nurses were provided 4.0 Continuing Education contact hours.

Supervise five person team to develop and implement the "Norplant and Depo-Provera" islandwide inservice training which met the Continuing Nursing Education Task Group of Guam (CNET) training requirements. Participants were given 4.5 Continuing Education contact hours.

Network with the Bureau of Social Services Administration (BOSSA) by conducting the "Group Process for Long-Range Planning" inservice training. The training prepared BOSSA staff to serve as conference moderators during the 1995 Family Preservation Conference. The goal of the conference was to develop Guam's five year State Plan for the Family Preservation and Family Support Services Federal Program. Nominal Group Process facilitator for the Family Preservation Conference Five Year Planning Process.

Develop the following health education curriculums for the MCH and FP Programs: "Early Prenatal Counseling Manual," "Preconceptional Counseling Guide," "Smoking Cessation For Pregnant Women, "Sex Education & Hygiene for Grades 4th-6th," "Sex Education and Contraception For Grades 9th-12th," "Norplant and Depo-Provera," "Male Involvement/Sexual Responsibility Curriculum," "Breastfeeding," "Diabetes Mellitus Teaching Program," "Crystal Methamphetamine," and "Domestic Violence."

Coordinate and direct for six consecutive years, the "Healthy Mothers, Healthy Babies (HMHB)" Task Force which involves the supervision of professionals from multiple disciplines, public and private agencies, military organizations, community-based organizations, and private businesses in planning and implementing the 1991-1997 HMHB Project. The goal of the project is to promote optimal maternal and child health.

Network with KTGM TV 14 to coordinate the production of MCH, FP, and STD video spots focusing on: prenatal care, parenting, abstinence, sexual responsibility/male involvement, prevention of teenage pregnancy, sexually transmitted diseases, and HIV infection; coordinate with Island Sands Advertising Company for the planning and production of four teenage pregnancy prevention posters; revise the "Breastfeeding Your Baby," "A Mother's Guide To Diarrhea and Vomiting," "Conjunctivitis," "Good Beginnings End With Good Results," "Maternal Child Health," and "Family Planning Program" pamphlets.

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Prepare and submit the 1995 and 1996 Annual Report for the Maternal and Child Health Services Title V Federal Block Grant program; 1996 Family Planning Annual Report for Department of Health & Human Services-Region IX; the 1992-1995 MCH Task Force Annual Report for the Governor's Health Forum; and local quarterly and annual reports for the MCH and FP programs.

University of Guam
UOG Station
Mangilao, Guam 96923
1991
Health & Wellness Instructor--Prepared lesson plans for UOG students; disseminated health educational information to UOG students; evaluated students' performance via oral and written examinations.

Sylvandale Middle School
653 Sylvandale Avenue
San Jose, CA 95111
1990
School Health Educator--Developed and implemented a Smoking Prevention Curriculum (i.e., Teaching Learning Guide) to thirty-one 6th graders. The intervention provides resource references, health education information, (short-term and chronic health effects of smoking as well as the physiological effects of nicotine) and refusal skills training directed toward preventing the acquisition of smoking and/or use of smokeless tobacco.

Santa Clara County
Health Department
976 Lenzen Avenue
San Jose, CA 95126
1990
Community Health Educator--Developed and implemented a Tobacco-related Cessation and Prevention program for adolescents who qualified for Child Health and Disability Prevention (CHDP) exams. Implemented Smoking Prevention programs at the following agencies in California: Foothills Medical Clinic, Family Health Foundation of Alviso, Compre Care, Julian Health Center, Fair Oaks Clinic, and Violet Rice (home for pregnant teenagers); participated in Santa Clara County Health departmental meetings (i.e., Maternal Child Adolescent Health Perinatal Network) in order to generate information on the different issues related to tobacco and to the health care of pregnant women.

University of San Francisco
2130 Fulton Street
San Francisco, CA 94117
1988
College Tutor--Tutored U.S.F. students in General Biology, Cell Physiology, Human Anatomy & Physiology, Evolution & Ecology, General Chemistry, Organic Chemistry, and Biochemistry.

Doc. No. 35GL-19-0114.

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SKILLS

Microsoft Windows 2007 (Microsoft word, EXCEL), Health Pro XL Software, AS/400 Accounting System

TRAINING

Pacific Island Health Officers (PIHOA) Conference 2013 and 2018, Hawaii

Financial Operations Management and Information Technology Conference 2014-2018, Nevada

National Association of Community Health Center Conference 2009-2018, Washington, D.C.

Health Insurance Portability and Accountability Act Training, 2013-2018, Guam

Western States/Region IX Hemophilia Treatment Centers Conference 2015 Los Angeles, CA.

Uniform Data System Report Training 2000-2018 Hawaii

International Classification of Diseases-10/Current Procedural Terminology Coding Training 2015 Guam

Cultural Linguistic Appropriate Services Training 2015 Guam

Introduction to ICD-10 CM/PCS and HIPAA Training 2014 Guam

Medical Billing and Coding Seminar 2014 Guam

Pacific Island Health Officers Association Meeting, 2013, Saipan

RPMS Electronic Health Record Third Party Billing Training 2012, Hawaii

Diabetes Summit 2008, Saipan

Joint Task Force Homeland Defense All Hazards/Terrorism and Pandemic Influenza Conference September 2008, Guam

Weapons of Mass Destruction Radiological/Nuclear Course for Hazardous Materials Technicians (3.2 CEUs) October 2007, Nevada

National Incident Management System 400 Advanced Incident Command and General Staff-Complex Incidents (1.4CEUs) September 2007

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Rapid Response For Avian and Pandemic Influenza Workshop August 2007, Guam

National Response Plan Course 800 May 2007, Guam

National Incident Management System Course 700 May 2006, Guam

University of Guam Management in Health
120 contact hours (12CEUs) August, 2004, Guam

Diabetes Learning Session 2003, Los Angeles, CA

Hospitality Training 2003, Guam

2002 Region IX Management Conference Arizona Association of Community Health Centers Training 2002, Nevada

Diabetes Collaborative 2001Seattle, Washington

Strengthening Community Primary Care Systems in the Pacific Basin 2001, Palau

Diabetes Collaborative 2000, Washington, D.C.

Annual Convention and Community Health Institute 1998, New York

Asian Pacific Partners for Empowerment and Leadership Conference 1997, Honolulu, Hawaii

Region IX Pacific Basin Family Planning Conference
(16.2 Hrs) in cooperation with UCLA Harbor Medical Center 1997, Guam

Guam Family Planning Conference (12 Hrs) 1997, Guam

State Family Planning Administrator's Conference (18 Hrs) 1997 , Washington, D.C.

Depo-Provera Workshop (1 Hr) 1997, Mangilao, Guam
HIV/AIDS Prevention Skills Building Workshop (16 Hrs) 1996, Guam

Total Quality Management Training (2 Hrs) 1996, Guam

Region IX Pacific Basin Family Planning Conference (21 Hrs) 1996 Pohnpei

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HIV Forum (16 Hrs) 1996, Guam

State Family Planning Administrator's Conference 1996, Washington, D.C.

National Family Planning Reproductive Health Association Meeting 1996, Washington, D.C.

Crystal Methamphetamine-The Ice Age in Paradise (8 Hrs) 1996, Guam

Western Pacific Regional Lactation Conference
Baby Friendly Guam: Renewing the Commitment to Breastfeeding (21 Hrs) 1995, Guam

The Welfare Reform Forum (4 Hrs), 1995 Guam

Diabetes Today Training (32 Hrs) in cooperation with the Centers for Disease Control 1995, Guam

Family Violence (2 1/2 Hrs) 1995, Guam

Tuberculosis Update Training (2 1/2 Hrs) 1995, Guam

Region IX Pacific Basin Family Planning Conference (21 Hrs) 1994, Saipan in cooperation with UCLA Medical Center

Perinatal Addiction on Guam (1 1/2 Hrs) 1994, Guam

Drug Awareness Workshop (4 Hrs) 1994, Guam

AIDS Workshop (1 Hr) 1994, Guam

Second National School Health Conference and Preventing HIV Infection Among School Aged Youths (40 Hrs) 1994, Georgia

HIV Prevention Workshop (16 Hrs) in cooperation with the Centers for Disease Control 1994, Georgia

Grantsmanship Writing Training Program (32 Hrs) 1993, Hawaii

Pacific Islands Health Officers Association Workshop (24 Hrs) 1993, Guam

Second National School Health Conference (16 Hrs) 1993 , Georgia

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PROFESSIONAL ACCOMPLISHMENTS

Pacific Island Primary Care Association Presenter
Patient Centered Medical Home Modules
Hawaii 2017 and 2018

Pacific Island Primary Care Association
Presenter Telemedicine project with Good Samaritan Hospital
Hawaii 2017

University of Hawaii TASI
Presenter Uniform Data System Report
June 2015

Pacific Global Health Conference Presenter
Compact Impact and It's Implications
Hawaii October 2012

2009 Guam Nurses' Association Convention Presenter "Safe Staffing Saves Lives" 2009, Guam

Diabetes Summit 2008
Presentation on Reducing Disparities in Diabetes: **"What Can the CHCs do About It?" 2008, Saipan**

Pacific Global Health Conference
Presentation on how community health centers increase access to primary health care services and reduce health disparities 2007, Hawaii

Incident Command System (ICS) Coursse 100, 200,300, 400, 700, 800 2006-2007, Guam

PROFESSIONAL ACCOMPLISHMENTS

Guam Community College
Career Panelist for the **"Community Partners: Building A Stronger Workforce" October 2006**

University of California Los Angeles (UCLA)/Johnson & Johnson Health Care Executive Program **Community Health Improvement Project presentation on "Open Access Scheduling"** UCLA, CA July 2005

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PROFESSIONAL ACCOMPLISHMENTS

Diabetes Collaborative Learning Session 1
Presentation on Guam's diabetes registry and system changes in the components of the Chronic disease care model 2000, Washington, D.C.

Diabetes Collaborative Learning Session 2
Presentation on Guam's Diabetes project 2001, Washington

Strengthening Community Primary Care Systems in the Pacific Basin
Presentation on Guam's CHC system and Diabetes Collaborative project 2001, Palau

Pacific Island Health Officers Association meeting
Presentation on Guam's Diabetes Collaborative project 2001, Guam

Asian Pacific Partners for Empowerment and Leadership Conference
Presentation on Guam's Prenatal Smoking Cessation Project 1997, Hawaii

Region IX Pacific Basin Family Planning Conference
Presentation on the Use of Focus Group Interviews to Design Effective Educational Materials, 1997, Guam

Region IX Pacific Basin Family Planning Conference
Presentation on Domestic Violence 1996, Pohnpei

Western Pacific Regional Lactation Conference
"Baby Friendly Guam: Renewing the Commitment to Breastfeeding" Facilitated the plenary session:
"Preparing an Action Plan to Promote Breastfeeding", 1995, Guam

Guam Nurses' Association Conference
Facilitated Teen Sexuality Forum1995, Guam

Department of Youth Affairs Conference
Facilitated Teen Pregnancy Prevention Forum 1994, Guam

10th Women, Infant, and Children (WIC) Anniversary Conference MCH Program Presentation 1993, Guam

HONORS/AWARDS

2012 Governor's Magnificent Seven Mag Pro Award for Most Cost Innovative Idea Award (340 B Drug Discount Pricing Program)

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2011 Governor's Employee Recognition Program Mag Pro "Supervisor of the Year" nomination

2011 KUAM Care Force Health and Wellness Award from the Guam island community

2004 DPHSS Director's Award for the NRCHC Expansion and Renovation Project

1992-2018 DPHSS Outstanding Employee Award; 1999 DPHSS Supervisor of the Year Award; 1996 HMHB Project of the Year Award; 1993 Magnificent Seven Award for Top Employee of the Government of Guam in the Medical, Nursing, and Related Field; 1993 Department of Public Health & Social Services Employee of the Year Award; 1993 Department of Public Health & Social Services Top Ten Employee Award in the Medical, Dental, Nursing, and Related Field

UOG Professional Technical Award Recipient 1988-1990; 1988 University of San Francisco Summa Cum Laude; 1988 Alpha Sigma Nu, National Jesuit Honor Society Member; 1988 Outstanding Student Award for the University of San Francisco's Biological Science Department; National Dean's List 1983-1988; University of San Francisco Tri Beta Biological Honor Society.

ACTIVITIES

2017 to Present-San Vicente/San Roke Church Lector

2013 to present-Head Start Advisory Council; 2013-present-Micronesian Area Health Education Center (AHEC) Board member; 2013-Present-Non-Communicable Disease Consortium member; 2007 and 2009 Advisory member of the Government of Guam Health Insurance Negotiation; 2005-Present: Board member of the Pacific Island Primary Care Association; 2004-2008: Treasurer of the Pacific Island Primary Care Association; 2009 member of the Guam Diabetes Coalition; 2008-Present: Strategic Management Team member of Project Tinituhan; 2000-Present: National Association of Community Health Center member; 1993-1997 HMHB Chairperson; 1993-1997 Guam Immunization Task Force member; 1996 Co-Chairperson Immunization Awareness Week; 1993-1997 World AIDS Day Committee member; 1996 Chairperson of the World AIDS Day Opening and Candlelight Ceremonies; 1991-1993 HMHB Co-Chairperson; member of the following committees: Islandwide Breastfeeding Coalition, Maternal Child Health Advisory Council, Family Planning Advisory Council, Familiata Finenena; Adolescent Needs Assessment Network Committee, Guam Child Immunization Week, World Breastfeeding Week, Headstart Fitness Campaign, World AIDS Day, Guam Safe Kids, Child Passenger Safety, and Buckle-Up May.

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REFERENCES

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Mangilao, Guam 96913
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Telecommunications and Social Informatics Research Program Director
University of Hawaii Manoa
2424 Maile Way Suite 713
Honolulu, Hawaii 96822
norman@uhtasi.org (808) 956-2909, (808) 384-2909 cell