

# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAI'I PACIFIC CHAPTER OF ACHE  
AN INDEPENDENT CHAPTER OF



American College of  
Healthcare Executives  
*for leaders who care®*

SUMMER 2025



KARA GORMONT, FACHE  
REGENT  
HAWAI'I-PACIFIC CHAPTER OF  
ACHE

## REGENT MESSAGE

A Message from your ACHE Regent

### **Right Here, Right Now: Integration as an Imperative for Hawai'i's Healthcare**

At this year's ACHE Congress, the theme "Right Here, Right Now" framed a critical conversation for healthcare leaders: real-time action is not optional...it is essential. For Hawai'i, where geographic isolation, workforce shortages, climate-related disasters, and systemic inequities intersect, the time to act with bold leadership is now. But action must be integrated, not isolated if it is to be truly effective at mitigating existing and future challenges. Fragmented care systems no longer meet the complexity of today's challenges.

### **Fragmentation Has a Human Cost**

As highlighted in the article titled "Big Ideas, Big Plans" in the previous Hawai'i ACHE's newsletter, digital transformation can reduce administrative burdens and improve transitions of care; especially relevant in Hawai'i, where care coordination across islands is logistically difficult but clinically imperative for quality outcomes. Yet even with technological innovation, siloed care delivery still risks critical gaps. For example, a 2024 report by the Healthcare Association of Hawai'i revealed that Hawai'i hospitals are short nearly 4,000 healthcare workers, with critical gaps in behavioral health, nursing, and emergency services. Fragmentation exacerbates this shortage, increasing redundancies and delaying treatment across systems.

Patients don't live their lives in service lines. They experience their care as a whole. When systems fail to integrate, people fall through the cracks. Fragmented behavioral and physical health services, for instance, can lead to poor chronic disease management and higher rates of readmission. Failure to integrate and collaborate adds undue burden that patients must absorb and navigate their way through.

# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAI'I PACIFIC CHAPTER OF ACHE  
AN INDEPENDENT CHAPTER OF



American College of  
Healthcare Executives  
*for leaders who care®*

SUMMER 2025



KARA GORMONT, FACHE  
REGENT  
HAWAI'I-PACIFIC CHAPTER OF  
ACHE

## REGENT MESSAGE CONTINUED

### Integration Drives High Reliability

High-Reliability Organizations (HROs) anticipate failure and adapt quickly. This ability to adapt are attributes Hawai'i needs as climate crises increase and healthcare resource scarcity remains a key concern. The Lahaina wildfires and the New Year's Eve explosion in Honolulu strained emergency and trauma response systems, revealing the limits of disconnected infrastructure. We need health systems that don't just respond but are built to adapt and coordinate in real time. That means:

- Seamless transitions across providers.
- Real-time data sharing.
- Unified strategies across emergency, behavioral, and primary care.
- Rapid reading, sharing, and documentation of imaging, lab results, and other diagnostic procedures.

Without this, we risk repeating avoidable errors and overburdening caregivers already stretched thin.

### Community is the Core System

The previous newsletter underscored the U.S. Surgeon General's call to rebuild community as a foundation for public health. In Hawai'i, this isn't just a federal goal, it aligns with our cultural values. Aloha is our operating principle. Integration honors this by placing people, not processes, at the center of care. Governor Green's initiatives (Office of the Governor, 2024) are a key example of actions we can take as a community to further integrate our healthcare systems, which will allow us to:

- Embed mental health in primary care.
- Respond faster to disasters.
- Align public health and hospital systems.
- Support care teams with coordinated infrastructure and technology.

# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAI'I PACIFIC CHAPTER OF ACHE  
AN INDEPENDENT CHAPTER OF



American College of  
Healthcare Executives  
*for leaders who care®*

SUMMER 2025



KARA GORMONT, FACHE  
REGENT  
HAWAI'I-PACIFIC CHAPTER OF  
ACHE

## REGENT MESSAGE CONTINUED

This is especially critical when over 60% of Hawai'i's healthcare workers report signs of burnout and moral distress, a reality reported in HAH's 2024 workforce study. They deserve systems that work with them, not against them.

### The Call to Act Together

We've talked about digital transformation. We've talked about compassion and community. Now we talk about structure; a system of systems, intentionally aligned to support the whole person and the entire community. Not someday. Right here. Right now.

As healthcare leaders in Hawai'i, a state of islands familiar with working within our own communities, as well as collaborating across to our neighbors, we are uniquely equipped to lead this transformation. Let's break silos, share power, integrate services, and build reliability into everything we do.

That is the big idea. That is the community we need and that is the plan. **Think Big and Be Bold** our community needs you.

### Additional Readings on Community and Health System Integration:

Ryser, R. (2025, May 7). "Changes Will Come 'Immediately' Now That Nuvance Merger With Health Care Giant Northwell Is Official." News-Times.

Glenza, J. (2024, December 18). "Large US Non-Profit Hospital System Will Spend \$1bn in Chicago's South Side." The Guardian

# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAI'I PACIFIC CHAPTER OF ACHE  
AN INDEPENDENT CHAPTER OF



American College of  
Healthcare Executives  
*for leaders who care®*

SUMMER 2025



KARA GORMONT, FACHE  
REGENT  
HAWAI'I-PACIFIC CHAPTER OF  
ACHE

## REGENT MESSAGE CONTINUED

Office of the Governor. (2024, June 27). "Gov. Green Signs 22 Bills for Hawai'i's Health Care, Community systems, and Health Care Workforce Development into Law." Governor Josh Green, M.D. National Academies of Sciences, Engineering, and Medicine. (2019). "Integrating Social Care into the Delivery of Health Care: Moving Upstream to Improve the Nation's Health." The National Academies Press.

Kaiser Permanente. (n.d.). Our Model.

Trellis. (2024, March 25). "A Promising New Model: Community Care Hubs."



# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAI'I PACIFIC CHAPTER OF ACHE  
AN INDEPENDENT CHAPTER OF



American College of  
Healthcare Executives  
*for leaders who care®*

SUMMER 2025



CLAUDIA CRIST, FACHE  
PRESIDENT  
HAWAI'I-PACIFIC CHAPTER OF  
ACHE

## PRESIDENT'S MESSAGE

A Message from your ACHE President

Aloha and Hāfa Adai to our distinguished Members,

It is hard to believe, but here we are – headed into summer already! It was wonderful to connect and talk story with several of you at our Regent's Chapter Dinner & Reception at this year's ACHE Congress in Houston. A big mahalo to Rose Hata, FACHE, and Col Eduardo Cervantes, FACHE, for sharing their experience and lessons learned in this newsletter.

Highlighted by major disruptive events in the past years, change and transition has been more than a theme in healthcare – it is today's reality. In a world of constant change and major events, it is important that we shift the conversation from how to “navigate”, “survive”, or “show resilience throughout” change, to one of creating the personal and organizational capacity to succeed, thrive, and yes – even feel a sense of joy.

I am therefore thrilled to share that we are offering a ½ day workshop and panel education event titled “Leading Enduring Change in Healthcare Today”, on July 9, 2025, in Honolulu. This will be followed by a fun networking social and an opportunity to participate in an indoor golf sim tourney to help support member scholarships for upcoming ACHE events. For details and to register, go to: [Eventbrite Registration – Leading Enduring Change in Healthcare](#)

I also look forward to connecting with you during this year's New Member Breakfast on June 20<sup>th</sup>! Mahalo nui loa to the Executive Leadership Team at Kapi'olani Medical Center for not only hosting us but also sponsoring our breakfast! Want to join us? Register here: [June 20 New Member Breakfast](#)

# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

HAWAI'I PACIFIC CHAPTER OF ACHE  
AN INDEPENDENT CHAPTER OF



American College of  
Healthcare Executives  
*for leaders who care®*

SUMMER 2025



CLAUDIA CRIST, FACHE  
PRESIDENT  
HAWAI'I-PACIFIC CHAPTER OF  
ACHE

## PRESIDENT'S MESSAGE CONTINUED

In addition to providing education and networking events, one of our key focus areas this year is to help members to advance to earn their FACHE credential. On April 30, 2025, we held a Fellow Advancement Informational Session and networking social. Mahalo to everyone who came, including Fellows who shared their tips. See our recognition corner in this newsletter and help me congratulate our two members who passed their board of governor's exam so far in 2025! A reminder that, if you advance to Fellow in 2025, you will automatically be entered into a year-end drawing for one of four \$250 scholarships/awards to help offset your costs for advancement. Are you planning on taking the exam this year and interested in forming a study group with others across the chapter? Let us know, and we will be sure to connect you! Just message me at [president@hawaiiache.org](mailto:president@hawaiiache.org)

On July 17<sup>th</sup>, we look forward to welcoming our members to our 2025 Annual Chapter Business Meeting at the Waikiki Prince. In addition to covering chapter business and celebrating our 2024/2025 mentorship program graduates, we look forward to hearing from Hilton Raethel, President and CEO of the Healthcare Association of Hawai'i. Seats will fill up for this event, so be sure to register if not already done: [July 17 Annual Chapter Business Meeting](#)

What's next? Actively in the works is a networking social for our military members, as well as two additional educational sessions (September and October timeframes) – more to be announced as soon as we can.

Wishing you an amazing summer and hope to see you at one of our events!

Claudia

# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

## MEMBER RECOGNITION CORNER

### CONGRATULATIONS TO ACHE CHAPTER BOARD MEMBER AND PAST TREASURER LUCY LESSARD, DIRECTOR OF REHABILITATION AT THE QUEENS MEDICAL CENTER



Honolulu Sunset Rotary Club – Vocational Service Award Medical Person of the Year 2025– for all of Lucy's life-long service as a physical therapist provider and the leadership service that she provides through Queen's along with her extracurricular volunteerism activities – organizing and leading the medical teams for the Honolulu Marathon and the Hapalua Half-Marathon Run, Board Member for the Hawaii Arthritis Foundation, and co-chair of Health Systems Steering committee of the American Physical Therapy Association.

Queen's as a Po'okela Award Winner for Q4 2024 – (Dec 2024) – this was awarded to Lucy because of all of the initiatives that she started at Queen's – most recently around inpatient mobility, interdisciplinary partnerships and technology to support quality patient care.

**CONGRATULATIONS TO OUR  
CHAPTER'S LATEST FELLOWS  
WE APPLAUD YOU ON YOUR  
COMMITMENT TO THE FIELD OF  
HEALTHCARE LEADERSHIP AND  
TO ADVANCING TO FELLOW  
THIS YEAR.**



Stephany Vaioleti, FACHE



Marlena Lester, FACHE

### CONGRATULATIONS TO COLONEL MICHAEL CRIVELLO

Michael Crivello, ACHE HI Chapter Military Representative was promoted to Colonel in the US Army on 1 June. The ceremony was conducted at The Liberty Bell in Philadelphia to commemorate the occasion.



**Want us to post a member recognition?**  
**Email us at [Contact@HawaiiPacificACHE.com](mailto:Contact@HawaiiPacificACHE.com)**

# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

## COMMITTEE UPDATE

### DEI COMMITTEE

Aloha from the Hawai'i – Pacific Chapter of the ACHE DEI Committee!

We are honored to represent our chapter in advancing the vital mission of promoting diversity, equity, and inclusion. This year, we're pleased to welcome our committee members: Colleen Leopoldino, Kristen Croom, Marisa Adaro, Claudia Crist, Joel Marcum (co-chair), and Safinia Chavis (co-chair).

Our goal is to offer meaningful resources that help you achieve your leadership objectives and cultivate inclusive environments.

To that end, we're excited to share a valuable tool from ACHE: the "Leading Through a Lens of Equity: Inclusive Leadership Competencies Assessment Tool." This concise, insightful resource allows you to reflect on your organization, your community, and your personal leadership journey through the lens of equity. It also includes a robust library of resources to guide continued learning and growth in this space.

We would love to hear your thoughts after exploring the tool. Did a particular question inspire reflection or spark a new idea? We believe that even small actions can create lasting impact for our patients, teams, and communities.

**To access the tool, go to [Leading through a Lens of Equity](#).**





# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

## HIGHLIGHTS

### ACHE 2025 HFMA



#### Financial Implications: The Push from Inpatient to Ambulatory Care



Featured from left to right.

Panel Facilitator: Suzanne Asaro, Straub Medical Center, Panelist: Travis Clegg-Straub Benioff Medical Center, Alexandra Wroe-The Queen's Medical Center Manamana, and Ronald Kuroda, M.D.-The Queens Medical Center West Oahu



#### Innovation and the Changing Face of Healthcare Delivery

Featured center.

Panel Facilitator: Claudia Crist-Kalaukia  
Enterprises LLC,

Featured left and right

Panelists: Roy Esaki, M.D.-The Queen's Health  
Systems and Peter Lewis-Hawai'i Pacific Health



# HAWAI'I – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

## HIGHLIGHTS

### ACHE 2025 CONGRESS



# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### LESSONS FROM ACHE 2025 CONGRESS



Chapter Member, Col  
Eduardo Cervantes, FACHE,  
USAF 15<sup>th</sup> Medical Group

**Lessons from ACHE Congress: Navigating Healthcare Challenges with Innovation, Resilience, and Compassion**  
**By Eduardo Cervantes, Lieutenant Colonel, USAF, FACHE**  
**Deputy Director and Administrator, 15th Medical Group, Joint Base Pearl Harbor-Hickam, HI**

[The views expressed are my own and do not constitute endorsement by the Department of Defense, Department of the Air Force, or the U.S. Government. My participation and appearance in any private or public events, sponsored or otherwise, or references, including external hyperlinks herein, to non-federal entities do not constitute or imply Department of Defense, Department of the Air Force or U.S. Government endorsement of any company or organization.]

Last month, I had the wonderful opportunity to attend the American College of Healthcare Executives (ACHE) Congress on Leadership in Houston. The experience proved exceptionally rewarding, providing essential insights from industry leaders and powerful networking opportunities with healthcare professionals from Hawaii and across the nation. Among numerous impactful sessions, one titled "The Good, the Bad and the Ugly: Leading Change to Transform Healthcare," particularly resonated with me. This session addressed critical challenges we face today, such as rising operational costs, workforce shortages, health equity disparities, mental health crises, cybersecurity threats, and heightened expectations. Shortly after returning from the Congress, I again directly confronted a significant challenge in my organization due to a government-wide hiring freeze affecting civilian government employees. The freeze compounded existing workforce shortages, creating increased demands on our already stretched teams. This real-world scenario brought the lessons from ACHE Congress into sharp focus, highlighting the necessity for healthcare leaders to leverage innovation, calculated risk-taking, unwavering commitment to organizational missions, and deep compassion toward our teams.

# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### LESSONS FROM ACHE 2025 CONGRESS CONTINUED

##### **Innovating Within Constraints**

One crucial lesson from ACHE Congress was the imperative of fostering innovation within the context of limited resources. Facing significant personnel constraints, our organization had to pivot quickly, thinking creatively about how best to meet our operational demands without additional hiring capabilities. Drawing inspiration from the strategies discussed at ACHE Congress, we have implemented cross-training programs to better utilize existing staff, maximize the functionality of available technology, streamlined internal processes to eliminate unnecessary workloads, and encouraged our team members to actively propose and develop innovative solutions. These initiatives not only helped address immediate operational gaps but also empowered our team, enhancing their problem-solving capabilities and creating a culture that values proactive innovation. The outcome was increased operational efficiency which significantly boosted employee morale and engagement. This experience reinforced the importance of developing internal talent and creativity as core organizational assets, transforming resource scarcity into powerful opportunities for organizational improvement.

##### **Embracing Operational Risk**

ACHE Congress underscored another essential principle: the importance of understanding and strategically embracing operational risks. Often, healthcare leaders are hesitant to assume risk, especially in uncertain times. However, the insights shared during ACHE Congress made it clear that calculated risk-taking is vital to maintaining momentum and achieving meaningful progress. In response to our workforce crisis, we conducted detailed analyses of our risks and opportunities, making deliberate, informed decisions to prioritize and reallocate resources strategically. Clear, transparent communication of the rationale behind our actions proved essential to maintaining staff trust and organizational alignment. By carefully embracing operational risk, we were able to sustain critical services and uphold our commitment to delivering exceptional patient care, even amidst significant uncertainty.

##### **Mission-Driven Leadership**

During periods of significant challenge, clarity of purpose and adherence to organizational mission becomes critically important. A key takeaway from ACHE Congress was the consistent reaffirmation that our mission should guide decisions, especially when resources are scarce, and demand is high.

# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### **LESSONS FROM ACHE 2025 CONGRESS CONTINUED**

In my organization, keeping mission-driven objectives at the forefront became instrumental in our ability to navigate the workforce challenges effectively. Our mission reminded everyone—from executive leadership to frontline staff—why our efforts mattered and motivated us to focus on actions directly aligned with patient care, safety, and the community we serve. Clear communication about how each action supported our core purpose not only guided our decision-making processes but also unified the team, creating a powerful sense of shared commitment and purpose.

##### **Prioritizing Team Well-Being**

Perhaps the most profound lesson I brought back from Congress was the recognition that transformational leadership must prioritize team well-being. Healthcare professionals consistently face demanding, stressful environments, and leadership's role in supporting and caring for these teams cannot be overstated. Throughout the hiring freeze crisis, I have made a conscious effort to prioritize our team's emotional and professional well-being through proactive measures such as frequent, transparent communications, regular check-ins, recognition of staff contributions, and providing professional development opportunities. Investing in our team's resilience significantly mitigated stress and improved overall morale. This deliberate focus on compassion and support not only sustained productivity but also reinforced a culture of empathy, respect, and mutual support.

##### **The Indispensable Value of ACHE Membership and Networking**

My experience at the ACHE Congress reinforced the incredible value of membership in ACHE. Beyond the insightful educational sessions and workshops, the professional relationships forged during networking opportunities proved especially beneficial. Connecting with healthcare leaders facing similar challenges provided practical solutions, diverse perspectives, and invaluable encouragement and support. Locally in Hawaii, as well as through national ACHE networks, these relationships have fostered collaboration, idea-sharing, and mutual support that have profoundly enhanced my leadership effectiveness. The professional bonds created through ACHE membership have become powerful resources, enriching my capacity to lead through complexity and uncertainty.



# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### LESSONS FROM ACHE 2025 CONGRESS CONTINUED

##### **Conclusion: Leading with Vision, Courage, and Compassion**

Attending ACHE Congress was an immensely valuable experience that strengthened my leadership abilities and offered profound insights into navigating the complexities facing healthcare today. By emphasizing innovation, calculated risk-taking, mission-driven decision-making, and compassionate leadership, we can rise to the significant challenges ahead. Through continuous engagement and leveraging professional networks like ACHE, we remain equipped to deliver exceptional patient care, ensure our organizations thrive, and uphold our responsibilities to the dedicated individuals who make this critical work possible every day.

**Lessons from ACHE Congress: Navigating Healthcare Challenges  
with Innovation, Resilience, and Compassion**

**By Eduardo Cervantes, Lieutenant Colonel, USAF,  
FACHE Deputy Director and Administrator,  
15th Medical Group, Joint Base Pearl Harbor-Hickam, HI**

# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### REFLECTIONS FROM ACHE 2025 CONGRESS



**Reflections from ACHE 2025 Congress**  
**Rose Hata, DNP, MBA, RN, NEA-BC, FACHE**  
**Director, Queen Emma Nursing Institute**  
**The Queen's Medical Center, Honolulu, HI**

"I define a leader as anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential." – Brené Brown, PhD

Chapter Member, Rose Hata,  
FACHE, Queen's Medical Center

Over 7,000 attendees gathered in Houston, TX for the ACHE 2025 Congress to learn, network, and inspire one another. One common validation was that the healthcare industry is challenged with rapid amount of changes. Yet, in this face-paced challenging times (or sometimes feeling like chaos), opportunities exist. Many of us gravitated to this field to make a difference. To do so, it starts with us by keeping our internal light bright and focused. This Congress gave me the opportunity to refresh and reinvigorate my soul to propel forward.

Here are five key messages that most resonated with me.

**You are the CEO of your life.** We can't do it all. So, it's important to prioritize and focus on high value work in all facets of our lives. As the CEO, ask questions. For example, what's important for our families? Have we asked them what is important to them? What can we do with what we have? Where do I want to be five years from now? Have an audacious goal and work backwards to determine how to achieve those goals. Perhaps, we may be the very ones who may be causing someone to go below the line. Recognize our operating zones and consider if we are above the line or below the line.

# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### REFLECTIONS FROM ACHE 2025 CONGRESS CONTINUED

**What type of leaders are we endorsing?** Courage is not about perfection, winning, or knowing exactly where to go. Courageous leadership is about creating teams of leaders vs. knowers. Knowers have expertise of the past and may not be willing to unlearn and relearn. Although knowledge of organizational history is important, we need to build team of leaders who can quickly unlearn and relearn with the changes that are happening. Leaders can cultivate this by rewarding “not knowing” and promoting curiosity to explore further.

**Mentors vs. Sponsors.** Many of us may have mentored others but have we considered sponsoring others? Mentors guide, but sponsors advocate, help open doors, and provide visibility or opportunities. If we do not have a sponsor, we can be proactive by sharing our career goals and asking for stretch assignments that will challenge us to grow.

**Reflections from ACHE 2025 Congress**  
**Rose Hata, DNP, MBA, RN, NEA-BC, FACHE**  
**Director, Queen Emma Nursing Institute**  
**The Queen's Medical Center, Honolulu, HI**

# HAWAII – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### NEW MEMBER BREAKFAST JUNE 20, 2025

##### HAWAII – PACIFIC CHAPTER NEW MEMBER BREAKFAST



**WHEN** Friday, June 20, 2025

**WHERE** Kapi'olani Medical Center

**WHAT TIME** 7:00 AM - 8:00 AM

##### AGENDA

6:45 AM Registration / Breakfast

7:00 - 7:15 AM Chapter Overview by Hawaii - Pacific ACHE President

7:15 - 7:30 AM Committee Chairs Overview

7:30 - 8:00 AM Network

Please register on EventBrite by June 11, 2025

For more information visit <https://hawaii.ache.org>

We are excited to welcome you to the Hawaii – Pacific Chapter of ACHE! Please join us for our New Member Breakfast on Friday, June 20, 2025 from 6:45am – 8:00am. This event is an opportunity to connect with other new members and our Board of Directors, and learn about our current programs and events. If you recently joined our Chapter in 2023, 2024, and 2025, this event is for you!

#### Agenda

6:45am – 7:00am Registration and breakfast begins

7:00 – 7:15am Chapter Overview by Hawaii – Pacific ACHE President

7:15 – 7:30am Committee Chairs Overview

7:30 – 8:00am Networking

[Click here to register.](#)



# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

## LEADING ENDURING CHANGE IN HEALTHCARE TODAY JULY 9, 2025

**Hawai'i-Pacific Chapter of ACHE**  
An Independent Chapter of

**Leading Enduring  
Change in  
Healthcare Today**

Please join us in-person for an engaging educational event followed by a social and networking with our colleagues.

**Leading and Navigating  
Change that Sticks  
Workshop**  
(2.5 hours Qualified Education Credits)

**Successfully Leading  
Change in Healthcare  
Organizations Panel**  
(1.5 hours In-Person Credits)

**WHEN:** Wednesday, July 9, 2025  
**TIME:** 1:00pm – 6:30pm  
**WHERE:** 670 Auahi Street, Kaka'ako

Learn about leading change that sticks! From theory and lessons learned to practical application for your organization.

The afternoon will be filled with insightful sessions, engaging discussions, and fantastic networking opportunities with healthcare professionals from the region. Whether you are looking to learn, share ideas, or connect with peers, this event is perfect for expanding your knowledge and building valuable relationships. If you are a seasoned professional or new to the field, this event offers a perfect setting to engage with your fellow ACHE Chapter members. Don't miss out on this unique opportunity to grow both personally and professionally. See you there!

The member social portion of the event includes an indoor golf simulator tournament! Simply pay a small fee of \$10 at the event to play. All collected funds will be used for scholarships for our ACHE Chapter Members.

[Click Here to Register](#)

# HAWAI'I – PACIFIC CHAPTER OF ACHE

## QUARTERLY NEWSLETTER

SUMMER 2025

### EVENTS

#### ANNUAL BUSINESS MEETING JULY 17, 2025



**HAWAII - PACIFIC CHAPTER OF ACHE  
2025 ANNUAL BUSINESS MEETING**



|                  |                         |
|------------------|-------------------------|
| <b>WHEN</b>      | Thursday, July 17, 2025 |
| <b>WHERE</b>     | Prince Waikiki Hotel    |
| <b>WHAT TIME</b> | 6:30am - 8:30am         |

**Keynote Speaker:**  
Hilton R. Raethel, MPH, MHA  
President and CEO, HAH

**Please register on  
Eventbrite by:  
July 12, 2025**

**AGENDA**

- 6:30am-7:00am: Registration & Networking Breakfast
- 7:00am-8:00am: Annual Business Meeting & Keynote Speaker
- 8:00am-8:30am: Networking

We are excited to announce that our Annual Business Meeting will take place on July 17, 2025 from 6:30am – 8:30am at the Hawai'i Prince Hotel.

Please mark your calendar and save the date! This meeting is a great opportunity to connect with fellow members, reflect on our achievements, and discuss plans for the future.

Our keynote speaker is Hilton R. Raethel, President and CEO Healthcare Association of Hawai'i (HAH).

We look forward to seeing you there!

[Click here to register.](#)

# HAWAII – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

## VISIT OUR WEBSITE

There are many opportunities to get involved in our Chapter. Joining a committee is a great way to participate. To learn more about the Hawaii – Pacific Chapter of ACHE visit our website at <https://hawaii.ache.org>.



**Questions? Contact us at [Contact@HawaiiPacificACHE.com](mailto:Contact@HawaiiPacificACHE.com).**

# HAWAII – PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

## THANK YOU TO OUR SPONSORS

*Mahalo to Our Amazing 2024 Sponsors!*

### Platinum Sponsors



### Gold Sponsors



### Silver Sponsors





## Promoting the Joy of Mentoring

Paul B. Hofmann, DrPH, LFACHE

Proper mentoring can be mutually rewarding and enjoyable.

By Topic:

Ethics

Mentoring

Leadership

## HAWAI'I - PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

Although the value of mentoring should be self-evident, it is also clear that healthcare executives have a moral obligation to mentor the next generation of leaders. Doing so benefits both our successors and the organizations we serve.

In 2001, in response to the impressive inquiries being posed by Jeff Noblin, a young executive matched with me through ACHE's Leadership Mentoring Network, I asked if he would join me in co-authoring an article for *Healthcare Executive*, which would include my answers to his questions (see sidebar on this page for a list of some of these insightful questions). In that article ("Mentoring Dialogue: Critical Questions and Answers," November/December 2002), we wrote that mentoring benefits mentees in three ways:

- The person has convenient access to a senior executive who has an interest in his or her career, and the relationship's objectives and expectations are jointly determined.
- Learning the intricacies of management through observations and analysis, followed by timely discussions, helps the junior executive become more sophisticated in addressing organizational issues.
- A young manager might feel hesitant to ask certain questions of a colleague or direct supervisor, but the mentee should feel less inhibited in raising issues with a mentor.

In retrospect, Noblin and other mentees would probably agree there are additional advantages to having an effective mentor. These include refining their professional values; developing stronger communication and leadership skills; honing other skills and expertise they need to succeed; establishing short- and long-term career goals; improving job satisfaction, performance and self-confidence; being exposed to new and different perspectives; expanding their professional network; being better prepared for interview questions; and identifying and addressing possible gaps in skills and knowledge. Of course, a good mentor will also share one of life's most critical lessons—the need to maintain a healthy work-life balance.

At the time the 2002 article was written, Noblin was a project manager at a health system in Albany, Ga. Not surprisingly, given his perceptive questions, he is now board certified in healthcare management as an ACHE Fellow and the CEO of Pleasant Valley Hospital in Point Pleasant, W.Va.





## Promoting the Joy of Mentoring

Paul B. Hofmann, DrPH, LFACHE

Proper mentoring can be mutually rewarding and enjoyable.

By Topic:

Ethics

Mentoring

Leadership

## HAWAI'I - PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

### Benefits of Being a Mentor

It is unlikely that any effective executives have succeeded without having multiple mentors during their careers. Administrative residents and fellows are tutored by preceptors. Junior managers are mentored either formally or informally by their supervisors. Once becoming a senior executive, one should feel an innate instinct to reciprocate. It is rewarding—often in intangible ways.

It is unlikely that any effective executives have succeeded without having multiple mentors during their careers.

Being a mentor is immensely satisfying and fulfilling. Based on my experience, early careerists who apply to ACHE's mentoring program (the Leadership Mentoring Network) or the National Center for Healthcare Leadership's Mentorship Program are unfailingly highly motivated and conscientious. Healthcare executives should also be strategic about how they approach mentoring and identify the programs that best fit their individual needs. The National Association of Health Service Executives and the National Association of Latino Executives have robust mentoring programs, as do many ACHE chapters. Every mentee has different strengths and needs, making each interaction with a mentor, whether by email, phone, an online video platform or in person, stimulating and thought provoking. Being a mentor also helps one become a better listener.

Yes, all senior executives have full schedules. But the time required is nominal, and the good feeling derived from contributing to the profession is immeasurable.

Both ACHE and NCHL ask mentors and mentees to complete a brief questionnaire soliciting feedback on the experience. However, mentors should frequently request informal confirmation from mentees that the experience is meeting their needs.

Mentees are encouraged to determine the interval between conversations. Typically, mentees and mentors meet monthly for an hour with the understanding that emails raising questions or giving updates are appropriate at any time. Though the duration of the relationship is usually six to 12 months, I always inform mentees that they can and should decide when it will conclude. Some associations have lasted for more than a year.

Fundamental to any relationship is mutual trust, thus building a strong foundation for this trust should be a high priority. For example, the mentee must feel conversations will be kept confidential by the mentor, especially if the mentor is employed by the same organization.



## Promoting the Joy of Mentoring

Paul B. Hofmann, DrPH, LFACHE

Proper mentoring can be mutually rewarding and enjoyable.

By Topic:

Ethics

Mentoring

Leadership

## HAWAI'I - PACIFIC CHAPTER OF ACHE QUARTERLY NEWSLETTER

SUMMER 2025

### Never Too Late to Consider Mentoring

Ideally, organizations that promote the joy of mentoring will benefit because eventually they will become more recognized as having nurturing cultures and enjoying higher rates of employee engagement and retention. In a June 8, 2021, Harvard Business Review article titled "You Need a Skills-Based Approach to Hiring and Developing Talent," LinkedIn CEO Ryan Roslansky noted a LinkedIn 2018 Workplace Learning Report that indicated 94% of employees admitted they would have stayed at a company longer if it had invested in their career.

Having a meaningful and ethical professional career is crucial for countless reasons, including ethical ones, so it is never too late to be reminded of Winston Churchill's astute observation: "We make a living by what we get. We make a life by what we give."

Paul B. Hofmann, DrPH, LFACHE, is president of the Hofmann Healthcare Group, Moraga, Calif., and co-editor of *Managing Healthcare Ethically: An Executive's Guide*, published by Health Administration Press, and *Management Mistakes in Healthcare*, published by Cambridge University Press ([hofmann@hofmannhealth.com](mailto:hofmann@hofmannhealth.com)).