



LINDA LINGLE
GOVERNOR

JAMES R. AIONA, JR.
LT. GOVERNOR

STATE OF HAWAII
OFFICE OF THE DIRECTOR
DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS
335 MERCHANT STREET, ROOM 310
P.O. Box 541
HONOLULU, HAWAII 96809
Phone Number: 586-2850
Fax Number: 586-2856
www.hawaii.gov/dcca

LAWRENCE M. REIFURTH
DIRECTOR

RONALD BOYER
DEPUTY DIRECTOR

TO THE SENATE COMMITTEE ON
COMMERCE AND CONSUMER PROTECTION

TWENTY-FIFTH LEGISLATURE
Regular Session of 2009

Friday, March 6, 2009
8:30 a.m.

TESTIMONY ON GOVERNOR'S MESSAGE NO. 246.

TO THE HONORABLE ROSALYN H. BAKER, CHAIR,
AND MEMBERS OF THE COMMITTEE:

The Department of Commerce and Consumer Affairs ("Department") thanks you for the opportunity to testify on Governor's Message No. 246, regarding the **reappointment** of Brian E. Cody to the Hawaii Medical Board ("Board"). The Department supports the confirmation of Mr. Cody's reappointment to the Board.

Mr. Cody is being reappointed to the Board as a public member. He has served on the Board since July 1, 2005, and his extensive administrative experience has enabled him to quickly understand the purpose of the Board and his role as a public member. He is a reliable member and has excellent attendance at Board meetings. He comes to meetings well prepared, having read and reviewed all materials and documents provided to Board members prior to meetings. As a result, he contributes

greatly to discussions ranging from physician sanctions to applicants' qualifications for licensure. By bringing his own knowledge, background and expertise to discussions, he offers a unique perspective to the Board. His desire to continue to serve as a public member is commendable.

The Department supports the confirmation of Mr. Cody to the Hawaii Medical Board, and thanks you for the opportunity to provide testimony.

Presentation before the Senate Committee on Commerce and Consumer Protection

March 6, 2009

Brian Cody

Hawaii Medical Board

Chair Baker, Vice Chair Ige, members of the Senate Committee on Commerce and Consumer Protection, thank you for the opportunity to present background information about myself in your consideration of my confirmation to the Hawaii Medical Board.

I am currently employed by Kaiser Permanente Health Plan and work as a director in our Clinic Operations and Medical Group administration departments. My areas of responsibility include quality, human resource functions, capital equipment, facility planning and budgeting in our statewide care delivery system. I was born and raised in Hawaii and have been at Kaiser for twenty-seven years.

I will be completing my initial four year appointment to the Board in June and would be honored to serve another term. During these past three and half years and have found the experience to be rewarding and an important contribution to the community. The work of this Board is challenging, time-consuming and a very important responsibility. We strive to be timely, fair and make consistent decisions that keep public safety in mind. I consider it a privilege to be able to participate in a process that helps to ensure that the people of Hawaii are served by a qualified community of medical providers.

On a more personal note, service on the Board is an opportunity for me to give back to the community and support the healthcare needs of our citizens.

I ask for your support of my nomination and look forward to the challenges ahead.

Thank you again for the opportunity to be here today.

Brian Cody
Director, HPMG and Clinic Administration
Kaiser Permanente Hawaii
Ph 808.432.4601
Cell 808.341.8837

Brian E. Cody

SUMMARY

Experienced health care executive with over 15 years of leadership and operations experience in a complex health care system. Effective leader with demonstrated success in many aspects of health care strategy, planning, and delivery. A collaborative problem solver with outstanding organizational skills. Management expertise in multiple settings that have included physicians and all levels of staff and external agencies.

PROFESSIONAL EXPERIENCE

Director, HPMG and Clinic Administration

July 2007- present

Kaiser Foundation Health Plan
Honolulu, HI

Provides regional administrative direction for clinics in quality management including ambulatory quality and accreditation, credentialing, health promotion and education programs. Serves as director of medical group administrative human resource functions including recruitment, benefits, contracting and payroll. Regional duties extend to capital equipment planning, service delivery strategy, special projects, service and roles on national and regional committees.

Vice President, Health Plan Service and Administration

September 2005- June 2007

Kaiser Foundation Health Plan
Honolulu, HI

Provides executive oversight and guidance to Health Plan administrative functions in the Hawaii service area. Areas of responsibility include Membership Accounting, Claims, Contract Administration, Benefits Administration, Government Programs (Quest) Customer Service, and Appeals. Serves on the Hawaii Senior Leadership Team and the National HPSA Enterprise team.

Key accountabilities

- Improve current performance in claims processing, call center management, benefits administration, and government programs to meet or exceed the expectations of members, employers, brokers, and staff
- Build, deploy and operate the new insurance and customer service capabilities that are required for success against top industry performers.
- Implement common metrics and reporting around key functions.
- Identify and remedy performance gaps through root cause analysis.
- Communicate and escalate issues, and report progress as a member of a unified enterprise team across both regional and national functions.

Director of Ancillary Services
Kaiser Foundation Health Plan
Honolulu, HI

November 2000- August 2005

Provides executive oversight and guidance to Laboratory, Diagnostic Imaging, Pharmacy and outside renal disease management programs in the Hawaii service area. Develops partnerships with key physician and health plan leaders to integrate ancillary services into the care delivery system. Division responsibility includes approximately 580 FTE's, an annual operating budget of \$140 million, and \$105 million in revenue.

- ◆ Manages business cases for large capital equipment and facility projects.
- ◆ Facilitates budget strategies to allocate program resources in an efficient manner; linked allocations to data-driven demand models and strategic goals
- ◆ Responsible for budget variance analysis and reporting. Developed mitigation processes for unfavorable variances and reforecasts.
- ◆ Supports hub and satellite clinic system to move services out to members while balancing the need for cost efficiency.
- ◆ Participates in long term care delivery planning process for Moanalua Medical Center tower addition.
- ◆ Served on National Laboratory Strategy committee to develop positioning and operational strategies for the laboratory system.
- ◆ Facilitates long range capital planning within the division
- ◆ Works to develop effective leadership teams in the division by adjusting roles, responsibilities, and accountabilities.
- ◆ Provided oversight for the Optimal Renal disease management program. Worked to improve contracting and operational issues.
- ◆ Facilitates Diagnostic Imaging digital strategy to implement PACS and move to a progressively filmless environment
- ◆ Facilitated CIS and KP HealthConnect planning and implementation

Assistant Hospital Administrator
Kaiser Foundation Hospitals
Honolulu, HI

August 1999- October 2000

Served on the Hospital Management Team. The scope of hospital operations included 225 beds, Emergency and Surgical Services, and a skilled care unit. Duties included Administrator-on-call rotation and Incident Command during disaster response.

- ◆ Areas of direct responsibility included Peri-Operative Services, Central Supply, Food and Nutrition, Environmental Services, and Volunteer Services.
- ◆ As hospital Chief Financial Officer, established budgets and reviewed performance reports.
- ◆ Extended par-level inventory management from Central Supply to other hospital departments, generating cost savings.
- ◆ Successfully guided areas of responsibility through the 2000 JCAHO survey.
- ◆ Key role in Patient Rights, Advance Directive and End-of-Life task forces.
- ◆ Liaison to outside Organ Donor agency, facilitated improvements in donation process.
- ◆ Financial liaison to UH Medical Residency program.
- ◆ Member in key hospital governance and quality committees.

Regional Laboratory Manager
Kaiser Foundation Health Plan
Honolulu, HI

July 1995- July 1999

Managed daily operations and strategic planning for the region-wide lab system (16 facilities). Department consisted of 135 FTE's, 5 Pathologists, and an annual operating budget of \$14 million.

- ◆ Collaborated with physician chief in creating leadership team to coordinate capital, information technology, facility, quality, and operational issues.
- ◆ Served on National Laboratory Functional Group and Chemistry Sourcing and Standards Team to improve equipment standardization and contracting.
- ◆ Consolidated workstations to improve cost efficiency.
- ◆ Developed capital plan and improved process for capital management.
- ◆ Facilitated major analytic instrument replacements with related facility and quality issues.
- ◆ Revised fee schedule to improve compliance and revenue status.
- ◆ Facilitated staff cross-training and other systems to leverage skills and manage payroll.
- ◆ Increased supervisor training and scope of authority to improve job satisfaction.

Laboratory Quality Assurance Coordinator
Kaiser Foundation Health Plan
Honolulu, HI

August 1992- June 1995

Directed regional quality program and managed preparations for external accreditation surveys. Conducted routine internal quality control audits through all departments and locations to ensure compliance with standards. Reviewed personnel credentialing and licensure, and provided oversight for policy and procedure management. Integrated lab IT functionality into quality program to enhance pap smear follow-up, track turnaround time performance, and other improvements.

Laboratory Systems Coordinator
Kaiser Foundation Health Plan
Honolulu, HI

November 1987- July 1992

Conducted various management engineering studies to evaluate workflow systems for efficiency improvement. Implemented laboratory information system modules and re-designed policy and procedure system.

Staff Lecturer
University of Hawaii at Manoa
John A. Burns School of Medicine
Division of Medical Technology
Honolulu, HI

January 1985 – October 1999

Staff Medical Laboratory Technologist
Kaiser Foundation Hospital
Honolulu, Hawaii

July 1981 - October 1987

Education:

Advanced Leadership Program Kenan-Flagler Business School University of North Carolina, Chapel Hill, NC	2002
Middle Management Development Program Kaiser Permanente Health Plan Escondido, California	1995
Master of Business Administration University of Hawaii Honolulu, Hawaii	1991
Medical Technology Internship Kaiser Foundation Hospital Honolulu, Hawaii	1981
Bachelor of Science in Medical Technology University of Hawaii Honolulu, Hawaii	1980
Bachelor of Arts in Biology University of Colorado Boulder, Colorado	1977
Punahou School Honolulu, Hawaii	1973

Professional Affiliations:

- Clinical Laboratory Management Association
- American Society of Clinical Pathologists Registry
- National Certification Agency for Laboratory Personnel
- Hawaii State Clinical Laboratory Technologist License
- California State Clinical Laboratory Technologist License

Community Service and Academic Honors:

- State of Hawaii Board of Medical Examiners - public member 2005-2009
- Aloha United Way Community Building team member - 2005-2008
- Co-chair - Kaiser Aloha United Way campaign - 1996
- Beta Gamma Sigma National Honor Society for Business and Management
- Medical Technology 1981 National Student Bowl Competition:
 - State of Hawaii: First Place
 - Western Region Competition: First Place
 - National Championship: Third Place

Rosalyn Baker
Chair, Commerce and Consumer Protection Committee
The Senate, State Capitol
Honolulu, HI 96813

February 26, 2009

Nominee for Public Member - Hawaii Medical Board
Brian Cody

Chair Baker, thank you for the opportunity to provide statements in response to your letter of February 16, 2009.

Statements

Reason for wishing to be a member of the Hawaii Medical Board

I have served on the Board these past three and half years and have found the experience to be rewarding and an important contribution to the community. I consider it a privilege to be able to participate in a process that helps to ensure that the people of Hawaii are served by a qualified community of medical providers. Service on the Board is an opportunity for me to give back to the community and support the healthcare needs of our citizens.

Roles and responsibility as a member of the Board

Our role as Board members is to review the license applications of physicians, osteopaths and emergency medical personnel to determine whether they are qualified to provide safe medical care to the community. This is done using the statutes and administrative rules of the state. Our obligation is to render fair and equitable decisions that balance public safety, the need to ensure an adequate supply of providers, and employment opportunities for those wishing to work in Hawaii. Decisions by the Board encompass a range of applications; those without issues, flagged applications, settlement agreements and recommendations from administrative hearings.

Given my understanding of the Board's role, why I am qualified to serve

I have been employed in the healthcare field for 28 years, all of those years here in Hawaii. I am familiar with many of the healthcare issues facing our community. Those issues create a context for the Board's work as it relates to timely and consistent decision making. It is critical that the Board operate in an efficient manner to ensure that applications and adjudicatory matters are processed properly. The importance of quorum, sunshine rules, scope, and open dialogue cannot be underestimated. I have an awareness of these points as a result of my time on the Board and that experience, coupled with my work experiences, would allow me to contribute value to the work of the Board in a second term.

Skills and knowledge aiding in decision making as a member of the Board

Fundamental to decision-making is knowledge of the applicable statutes and rules that establish the duties of the Board. This information defines the framework for reviewing an applicant's record. There are also a series of requisite skills, among them is the ability to evaluate large amounts of information to determine whether a candidate may pose a risk to the public. Other skills needed for decision-making include listening carefully to the points

made by other Board members, engaging in dialogue to clarify issues and the ability to formulate recommendations. As the Board conducts its business, one must also be mindful of the need for consistency and fairness by keeping in mind previous cases and decisions rendered in similar situations.

Respectfully submitted,

Brian Cody
Director, Hawaii Permanente Medical Group and Clinic Administration
Kaiser Permanente Hawaii

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