



**THE QUEEN'S
HEALTH SYSTEM**

Chief Financial Officer

LEADERSHIP PROFILE

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WittKieffer

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CONTENTS

- 01** The Opportunity
- 02** Organization Overview
- 06** Position Summary
- 09** Goals and Objectives
- 10** Candidate Qualifications
- 12** The Community
- 14** Procedure for Candidacy



THE OPPORTUNITY

The Queen's Health System (QHS) seeks a strategic and collaborative leader to serve as its next Executive Vice President & Chief Financial Officer (CFO). As Hawaii's preeminent family of healthcare-related companies, QHS endeavors to fulfill the legacy of its founders, Queen Emma and King Kamehameha IV, to provide, in perpetuity, quality healthcare services to improve the well-being of Native Hawaiians and all of the people of Hawaii. QHS serves communities across the islands by striving to exemplify the spirit of the Queen Emma way, showing great compassion and working tirelessly to improve the health and well-being of the people of Hawaii. As the system is in a stable place financially today, this is a great opportunity to drive transformation at this growing, high-quality, premier health care system in Honolulu with a strong balance sheet due to their historical, substantial endowment.

QHS is the largest health system in Hawaii and comprises six hospitals and more than 150 primary care and specialty healthcare locations and labs throughout the Pacific region. It is also inclusive of Queen Emma Land Company, Queen's Development Corporation, Queen's Insurance Exchange, Queen's Clinically Integrated Physician Network, and Queen's 'Akoako. QHS also has ownership interests in CareResource Hawaii, Hamamatsu/Queen's PET Imaging Center, and Diagnostic Laboratory Services. It is Hawaii's largest private employer with more than 9,400 employees and more than 2,300 physicians in its statewide network.

The Queen's Medical Center (QMC), its flagship hospital, is the only hospital in Hawaii to carry the distinction of Magnet® recognition, the highest honor for nursing excellence bestowed by the American Nurses Credentialing Center. QMC also has been named a Best Hospital by U.S. News & World Report and Newsweek, has collaborative relationships with the Johns Hopkins Armstrong Institute Affiliation to advance patient safety and quality, and is a certified member of the MD Anderson Cancer Network.

Reporting directly to the President and Chief Executive Officer of QHS, the CFO will be directly accountable for all financial operations of QHS and is responsible for advising and supporting the executive leadership team, Board of Directors, and local hospital leadership. The CFO will serve as the key financial advisor for the health system, ensuring that QHS achieves its short- and long-term financial and operational goals. The CFO will be committed to developing a long-term financial plan, which is critical as the system continues to grow with many major capital investments underway. Some of these include the building of a new hospital, expansion of the West Oahu campus, and core campus quaternary investments at QMC. Operational areas of focus will be revenue cycle, IT infrastructure, especially to support QHS with their value-based care contracting, supply chain, and creating strategic discipline and rigor within procurement.

The ideal candidate will be a forward-thinking leader masterful in leading through influence and partnering to drive transformation across QHS. The next CFO will be a strong leader with a proven track record of leading high-performing, growth-oriented organizations. This executive will be collaborative and decisive, contributing broadly across QHS. The CFO will need to build effective relationships with the Board of Directors and Finance Committee of the Board. Providing a balance between strategic and operational finance will be critical to the future success of this executive. The next CFO needs to have the ability to function effectively in a fast-paced environment with a rapidly growing health system and enjoy making a meaningful impact through their efforts. Candidates will possess a demonstrated track record of professional growth and strong outcomes with an ability to collaborate and perform within a highly complex environment.



ORGANIZATION OVERVIEW

Building upon a rich legacy that began more than 160 years ago, The Queen’s Health System has become a health care leader throughout Hawaii and the Pacific Basin, delivering comprehensive health care services and programs to Native Hawaiians and all people of Hawaii. QHS became the state’s largest private employer in 2014 and now has more than 8,400 employees and more than 1,700 physicians in its statewide network.

Mission

To fulfill the intent of Queen Emma and King Kamehameha IV to provide, in perpetuity, quality health care services to improve the well-being of Native Hawaiians and all the people of Hawaii.

Vision

To be the preeminent health care system of the Pacific, providing superior patient care that is continually advanced through education and research.

Guiding Principle and Shared Values

QHS’ Guiding Principle and Shared Values are embraced and exemplified by its caregivers every day: To serve as one team committed to the best patient C.A.R.E. for the community. In the footsteps of its Founders, Compassion guides actions, Aloha inspires all, Respect and understanding are essential for the dignity of all; and Excellence is its quest. When bringing these values to work with patients, QHS honors its Founders.

History

In 1859, Queen Emma and King Kamehameha IV founded The Queen’s Hospital to address the health care needs of the people of Hawaii during a time when epidemics plagued the island of O’ahu. Later, it was renamed to the Queen’s Medical Center in 1967. The Queen’s Health System was established in 1985 to provide expanded health care services and programs to the people of Hawaii and the Pacific Basin. Today, its mission extends to five hospitals and more than 159 health care centers and lab locations throughout Hawaii and the Pacific.

A Culture that Puts Patients First Translates to Quality Care

At QHS, the physicians, nurses, and staff are committed to providing every patient with the highest-quality care. By taking a pledge to put Patients First, QHS treats patients as members of its 'ohana (family), working together as one team and holding each other accountable to provide the best care. Placing patients' needs first is at the center of what QHS does and unites all as one team.

QHS promotes an environment of open communication, teamwork, and continuous learning. Because QHS believes that well-informed patients take a more active role in improving their health condition, QHS values shared decision-making and partners with patients every step of the way.

QHS also knows that high-quality, safe care is even better when it's delivered with compassion, aloha, respect, and excellence. QHS strives to do this every day, drawing inspiration from its Foundress, Queen Emma. It is The Queen Emma Way.

Partnerships and Collaborations

The Queen's Health System formed a collaboration with the Johns Hopkins Armstrong Institute in 2015 to advance patient safety and quality through shared innovations, education, and learning. Comprehensive Unit-Based Safety Program (CUSP) teams bring quality improvement efforts to the unit level.

Medical professionals drive quality improvement at the clinical specialty level through organized Clinical Programs. Through the Clinical Programs, quality work is advanced in a methodical manner, uniting clinical improvement efforts system-wide into one cohesive group. Clinical Program members look for unwarranted variation and work collaboratively to decrease variation to drive clinical and financial improvement.

Annually, Queen's provides an eight-day Advanced Training Program to clinicians and administrative leaders. The program emphasizes national imperatives in health policy, adaptive leadership, quality improvement theory and tools, data analysis and interpretation, clinical protocol adoption, and patient safety and human factors. Dr. Brent James, former Chief Quality Officer of Intermountain Health, and an international quality improvement leader, facilitates courses within the program.

The Queen's Medical Center-Manamana

The Queen's Medical Center (QMC) is Hawaii's largest private hospital with 575 acute care beds. QMC is the major referral center, has the only organ transplant program in Hawaii, and is the state's first and only Level I Trauma Center, accredited by The Joint Commission. QMC carries the designation as the No. 1 Hospital in Hawaii by U.S. News & World Report and was rated "High Performing" for eight specialties. QMC is also the primary teaching partner for The University of Hawaii's John A. Burns School of Medicine, College of Pharmacy and School of Nursing. It is the only hospital in Hawaii to carry the distinction of Magnet® recognition, the highest honor for nursing excellence bestowed by the American Nurses Credentialing Center, having recently earned its third re-designation.

In addition to these accolades, QHS has collaborative relationships with the Johns Hopkins Armstrong Institute Affiliation to advance patient safety and quality and is a certified member of the MD Anderson Cancer Network. QMC is currently undergoing a significant campus transformation project, including renovations and expansion to increase access while ensuring high-quality and safe patient care. This includes phased stages, and construction began in 2023, with the expansion and renovation of the busiest Emergency Department in the state.

Awards and Recognitions

- Best Hospital in Honolulu (U.S. News & World Report)
- Level I Trauma Center (American College of Surgeons)
- Comprehensive Stroke Center (The Joint Commission, American Heart Association, American Stroke Association)
- Cancer Center accreditation, with commendations (Commission on Cancer)
- National Cancer Institute Community Cancer Centers Program member
- Breast Center accreditation (National Accreditation Programs of Breast Centers)
- Blue Distinction Center® for Spine Surgery & Cardiac Care (Blue Cross & Blue Shield Assoc.)
- Premium® Cardiac Specialty Center (UnitedHealth)
- Residency Training accreditation (Accreditation Council for Graduate Medical Education)
- Accredited by The Joint Commission
- Magnet® Recognition (American Nurses Credentialing Center)
- MD Anderson Cancer Network® affiliation

Quality and Patient Safety Recognition

- U.S. News & World Report recognized The Queen’s Medical Center as Best Hospital in Honolulu in 2021–23. U.S. News ranked Queen’s in the top 50 hospitals nationwide in five specialties and High Performing (in the top 10% of hospitals) in eight specialties.
- The Leapfrog Group, an independent rating agency that evaluates health care providers on safety, quality and customer value, awarded The Queen’s Medical Center and The Queen’s Medical Center–West O’ahu A grades for Hospital Safety.
- Healthcare–Associated Infections Report by the Department of Health scored The Queen’s Medical Center statistically equal or better than predicted for all measures nationally.

Queen’s Medical Center – West O’ahu

The Queen’s Medical Center – West O’ahu, a 104-bed community hospital, was developed in partnership with the West O’ahu community, the fastest growing region in Hawaii. It operates Hawaii’s second busiest ED, behind QMC, in addition to primary care and key specialty care services. From outpatient specialties like gastroenterology, wound care, neurology, surgery, cardiology, and cancer care, to preventive screenings like mammograms and colon cancer screenings, QMC – West O’ahu continues to grow with the community and brings more advanced health services closer to home for Central and West O’ahu families. QMC – West O’ahu is in the process of a multi-year expansion plan, with a new outpatient surgery center under way, and an expansion of the emergency department and an addition of approximately 50 inpatient beds in the final planning stages.

Queen’s North Hawai’i Community Hospital

Queen’s North Hawai’i Community Hospital, a 35-bed rural acute care hospital located in Waimea (Kamuela) on Hawai’i Island, includes a primary care clinic and Diabetes Wellness Center in addition to specialty care clinics for women’s health, cancer treatment, heart care, orthopedics and rehabilitation services. More than 300 employees and over a dozen employed physicians staff the main hospital, as well as the outpatient clinics located in the Lucy Henriques Medical Center and at the Primary Care Clinic located near Longs Drugs.

The Queen’s North Hawaii Community Hospital Recognition

- The Joint Commission accreditation
- Level III Trauma Center designation
- 2023 recipient of the American Hospital Associations’ Rural Hospital Leadership Team Award
- Kohala Home Health Care – TJC accredited; designated Top Agency of 2016/HomeCare Elite
- Baby-Friendly designated birth facility by Baby-Friendly USA, Inc.

Molokai General Hospital

Molokai General Hospital, a 15-bed critical access hospital, serves the 7,500 residents of Molokai as the only hospital on the island. Services include acute care, outpatient chemotherapy, skilled nursing physical therapy, an outpatient clinic, and the Women’s Health Center. In 2024, Molokai General Hospital was named as one of the Top 20 critical access hospitals in America in the quality area based on the Chartis Rural Hospital Performance INDEX™ compiled by The Chartis Center for Rural Health.

The Queen’s Medical Center—Wahiawa

The newest hospital in the health system, Wahiawa General Hospital was acquired by Queen’s on Mar. 31, 2024. Now The Queen’s Medical Center—Wahiawa, it is an important part of the health care continuum for more than 150,000 residents who live in the communities of Wahiawa, Central O’ahu and the North Shore. QMC—Wahiawa has undergone renovations to strengthen the Emergency Department and diagnostic services.

Fast Facts

- Hospitals: 6
- Health care centers and lab locations: 150
- Inpatient discharges: 36,681
- Surgeries: 36,795
- Outpatient visits: 1,323,170
- Emergency department visits: 172,705
- Inpatient beds: 729
- Employees: 9,400
- Providers on Medical Staff: 2,300
- Net Revenues: \$ 2.2B
- Net Revenues: \$ 21.293B

For more information, please visit <https://www.queens.org>



POSITION SUMMARY

The role of the Executive Vice President & Chief Financial Officer (CFO) is to lead The Queen's Health System (QHS) in fulfillment of the intent and mission of its founders, Queen Emma and King Kamehameha IV. The CFO provides leadership based on the values of its founders and is committed to preserving and honoring the system's unique heritage.

As a member of the QHS executive team, the CFO is responsible for establishing the strategy, direction, and culture of the corporation consistent with its mission and values; developing and achieving organizational goals and objectives; and implementing procedures that adequately safeguard the assets of QHS.

The CFO is responsible for providing strategic leadership and direction for the control and coordination of all financial activities of QHS, including planning and developing systems of accounting, internal controls and financial reporting; financial planning and budgeting; decision support and analytics; treasury functions and cash management; taxes; major financial and contractual transactions; oversight of the revenue cycle; and oversight of the supply chain. The CFO is the custodian of QHS' financial assets and funds and directs and/or participates in merger, acquisition, and dissolution activities. The CFO is responsible for financial reporting, rendering advice, and acting as chief spokesperson for and liaison with the financial community. This leader is also responsible for support of the corporation's business and new ventures programs, and referral network systems and programs. They are responsible for effective business and operational management and have 24/7 accountability for areas assigned. Other areas of responsibility and organizational-wide initiatives and programs may be assigned as needed.

Reporting Relationships

Reporting to the President and CEO, direct reports include Vice President of Finance, Vice President of Revenue Cycle, Information Technology Vice President/CIO and Vice President of Supply Chain.

Responsibilities

The successful CFO candidate will:

Administrative and Business Management

- Oversee the daily cash management of QHS.
- Develop and implement a long-term cash management strategy consistent with QHS' strategic plan and budgeting process.
- Oversee and establish policies and procedures to monitor cash flow projections.
- Oversee management and monitoring of the System's debt.
- Develop and execute a financial strategy to use QHS funds effectively.

- Oversee financial reporting, to include preparation and review of monthly financial statements and forecasts, presentation of these financials/forecasts to the appropriate Board and to internal groups and the preparation and review of audited financial statements.
- Develop good banking relationships and negotiate favorable financing terms and conditions.
- Monitor and control the company's financing expense/income.
- Oversee the tax function.
- Participate in planning evaluation and decision-making with executive officers as well as with the Board of Trustees.

Operational Leadership

- Implement and promote a customer-focused vision. Ensure staff understands the mission and goals of the division and department and performs their duties with superior customer service.
- Provide leadership and direction in the development, implementation, interpretation and maintenance of standards, policies and procedures for areas assigned and ensure compliance with local, state, and federal regulatory requirements and other governing and accrediting agencies such as The Joint Commission.
- Establish organizational change plans and oversee the implementation and integration of organizational change efforts to ensure that objectives are met.
- Provide leadership and direction in effective communications among staff, QHS entities, and departments.
- Develop effective working relationships with other executives to ensure coordination of systems and services.

Human Resource Management

- Establish and maintain an effective management team that meets the highest standards of performance and dependability.
- Responsible for all phases of personnel management for assigned area within the guidelines of EEO, AAP and in accordance with policies and procedures.

Fiscal Management

- As a member of the executive team, participate in the formulation and forecast of operating and capital expenditures of the QHS.
- Direct the development and administration of the operating and capital expenditure budgets for companies and areas assigned. Monitor activities to ensure adherence to established budgetary goals and objectives.

Other Duties

- Provide leadership and direction to management staff to ensure compliance with applicable regulatory agencies, such as The Joint Commission, OSHA, and other local, state, and federal agencies along with the policies and procedures of the organization.
- Role model values through communication and behaviors.

- Serve on boards, executive committees, and project teams of QHS.
- Represent the company/entity assigned at professional and community meetings and to the community at large.
- Maintain and promote positive working relationships with departments and staff, Board of Directors, governing agencies, and other external contacts, including but not limited to investment bankers, rating agencies, external accountants and investment managers.
- Ensure employees perform their duties in a courteous, friendly manner that fosters superior customer service.
- Demonstrate behaviors appropriate to Queen's Health System's core values.
- Comply with policies and procedures, regulatory agencies and institutional and operating systems, including Corporate Compliance policies and code of conduct.





GOALS AND OBJECTIVES

The following goals and objectives have been identified as priorities for this position:

- Establish personal and professional credibility, gain respect, and build trust with senior leadership, peers, and their teams. Serve as a credible strategist and build effective relationships with a highly engaged, financially oriented Board of Directors and Finance Committee of the Board. Absorb all aspects of the system's history, culture, organizational structure, decision making, financials, strategic priorities, and market dynamics.
- Quickly become well versed in the financial position of QHS. Develop a vision for the organization that ensures continued sustainability. Develop a refreshed long-range financial plan, particularly to support major capital investments underway without overreliance on debt or the QHS endowment, ensuring alignment with the system's strategic plan and goals.
- Support a transparent, metrics-driven approach to support operations, financial accountabilities, financial business planning and develop and align measures of success across the organization. Review all current financial and business processes throughout the organization and its subsidiaries, with the goal of maximizing performance improvement while ensuring delivery of the highest quality care.
- Advise the CEO about financial strategies required to support growth, system strategies, and successful market positioning. Play a supportive role in evaluating growth opportunities, monitoring existing joint ventures and partnerships, and provide leadership in the assessment of debt.
- Lead improvements operationally around revenue cycle, IT infrastructure (specifically to guide QHS towards a value-based care contracting strategy over time) and supply chain. Create strategic discipline and rigor within procurement.
- Meet frequently with team of direct reports to gain an understanding of their scope of their areas of responsibilities, their priorities, and how to best support them in achieving their goals and objectives. Embed mentoring, leadership development, and succession planning into the finance departments so that, as individuals retire or move on from the organization, there is a pipeline of talented individuals ready for the next step.



CANDIDATE QUALIFICATIONS

Education/Certification and Licensure

- Bachelor's degree in accounting, business administration, finance, or related field.
- Master's degree or CPA preferred.

Knowledge and Work Experience

- At least 10 years of progressive senior leadership experience in financial leadership roles in a multi-faceted health care system and multi-service provider setting, and at least five years of demonstrable experience leading organizational financial strategy and compliance.
- Experience and understanding with value-based care contracting.
- Knowledge and ability to lead and direct organization-wide initiatives and projects.
- A demonstrated track record of effectively allocating capital across a geographically distributed healthcare organization is required.
- A "systems perspective" and manages across the whole organization to achieve success; look at the organization as a whole and build upon key organizational requirements, including strategic objectives and action plans.
- A thorough understanding of system strategy, operations, technology, and ability to assess trends and implement best practices.
- A track record of quickly developing credibility and forging strong partnerships with senior leaders across a hospital/health system.
- Experience with joint ventures, mergers and acquisitions, and any pre/post-deal activities, including integration.
- Knowledge of treasury and investment-related activities, including debt strategy and structuring, bond financing, and investment strategy.
- A true commitment to world-class levels of clinical quality while also providing leadership to finance. The candidate of choice must appreciate that finance supports the mission of the health system to provide high-quality patient care.
- Experience working with Boards of Directors and a solid track record of developing and articulating a vision and financial strategy in coordination with the CEO. Promote transparency, encourage Board engagement, and provide ongoing education to the Board on the intricacies of the dynamic healthcare finance landscape.

- A bias for and commitment to visibility. The CFO will be committed to connecting with colleagues across the enterprise and inspiring them to succeed. Engage clearly and convincingly with others; be an active listener who seeks input and encourages the dynamic exchange of ideas.
- A strong ability to attract, cultivate, and lead a cohesive, diverse, and complementary high-performing management team. The CFO will have shown a commitment to surrounding themselves with the best talent available, delegating responsibility, and infusing the organization with an empowering management style. Similarly, they will hold people accountable for performance and results through constructive feedback and counsel.
- A proven ability to make decisions and a demonstrated capability to work side by side with the Board and leadership team to successfully implement those decisions within a highly complex organization.
- A track record of building partnerships and working collaboratively with others (individuals and organizations) to meet shared goals. A calculated risk taker who is open to developing collaborative partnerships.



THE COMMUNITY

Honolulu, Hawaii

Honolulu, Hawaii's largest city and capital, is a vibrant hub of cultural diversity. Incorporated as a city in 1907, Honolulu is nestled on the southeastern shore of the island of O'ahu, a location that many consider paradise. In the Hawaiian language, Honolulu means "sheltered bay" or "place of shelter." The city and county are consolidated and known as the City and County of Honolulu. As of the 2000 Census, the population of Honolulu was 371,657, and the population of Honolulu City and County was 909,663, making it the 57th-largest metropolitan area in the U.S. Reflecting its diversity and multicultural makeup, the ethnic breakdown was 20% White, 56% Asian, 7% Pacific Islander, 4% Hispanic/Latino, 2% African American, 0.2% Native American and the remainder being from two or more races or other races.

O'ahu is the center of business and government for the State of Hawaii and the gateway to the Pacific Rim. Downtown Honolulu is Hawaii's financial and governmental center, while Waikiki, the world-famous tourist destination, is only a few miles away. Tourism remains the city's principal industry, followed by federal defense expenditures and agricultural exports. Despite its urban nature, many crops are still grown on O'ahu. Vegetables and fruits, including pineapple, are cultivated. Sugarcane production ended in 1996. The majority of military personnel and dependents reside on O'ahu. Pearl Harbor Naval Shipyard is probably the most widely known military installation. The unified military command for the Pacific (CINCPAC) is also located on O'ahu.



Honolulu is in a tropical zone, and temperatures vary little throughout the months, with average high temperatures of 80° to 89° F and lows of 65–75 degrees F. The warm spring and summer weather in the low to mid 90's is often cooled by tropical breezes. The annual average precipitation is 18.3 inches, mainly during the winter months. Honolulu has an average of 270 sunny days a year. Honolulu and the island of O'ahu offer natural beauty and a rich array of cultural and outdoor recreation activities year-round with easy access to beaches, parks, hiking, water sports, collegiate sports teams, and more.

While housing costs in Hawaii are higher due to limited availability and the high price of land, there is tremendous choice in determining the type of community one lives in and many vibrant and desirable neighborhoods in Honolulu are within reasonable commuting distance to the Manamana campus. Home prices remain significantly higher than the national median. The median price of homes currently listed in Honolulu is \$629,000.

In addition to the K-12 public school system, Honolulu has several nationally respected private elementary and secondary schools. Higher education facilities include the University of Hawaii (Manoa), University of Hawaii (West O'ahu), Brigham Young University-Hawaii, Chaminade University of Honolulu, Hawaii Pacific University, and as well as four community colleges in O'ahu. Located on the western end of the city, Honolulu International Airport is the principal aviation gateway to O'ahu.

For further information on the area visit:

- <http://www.honolulu.gov/>
- <http://en.wikipedia.org/wiki/Honolulu>
- <https://www.gohawaii.com/>





PROCEDURE FOR CANDIDACY

Please direct all applications, nominations, and inquiries to Jason Petros, Luke Morris and Molly Solomon, preferably via e-mail, to msolomon@wittkieffer.com.

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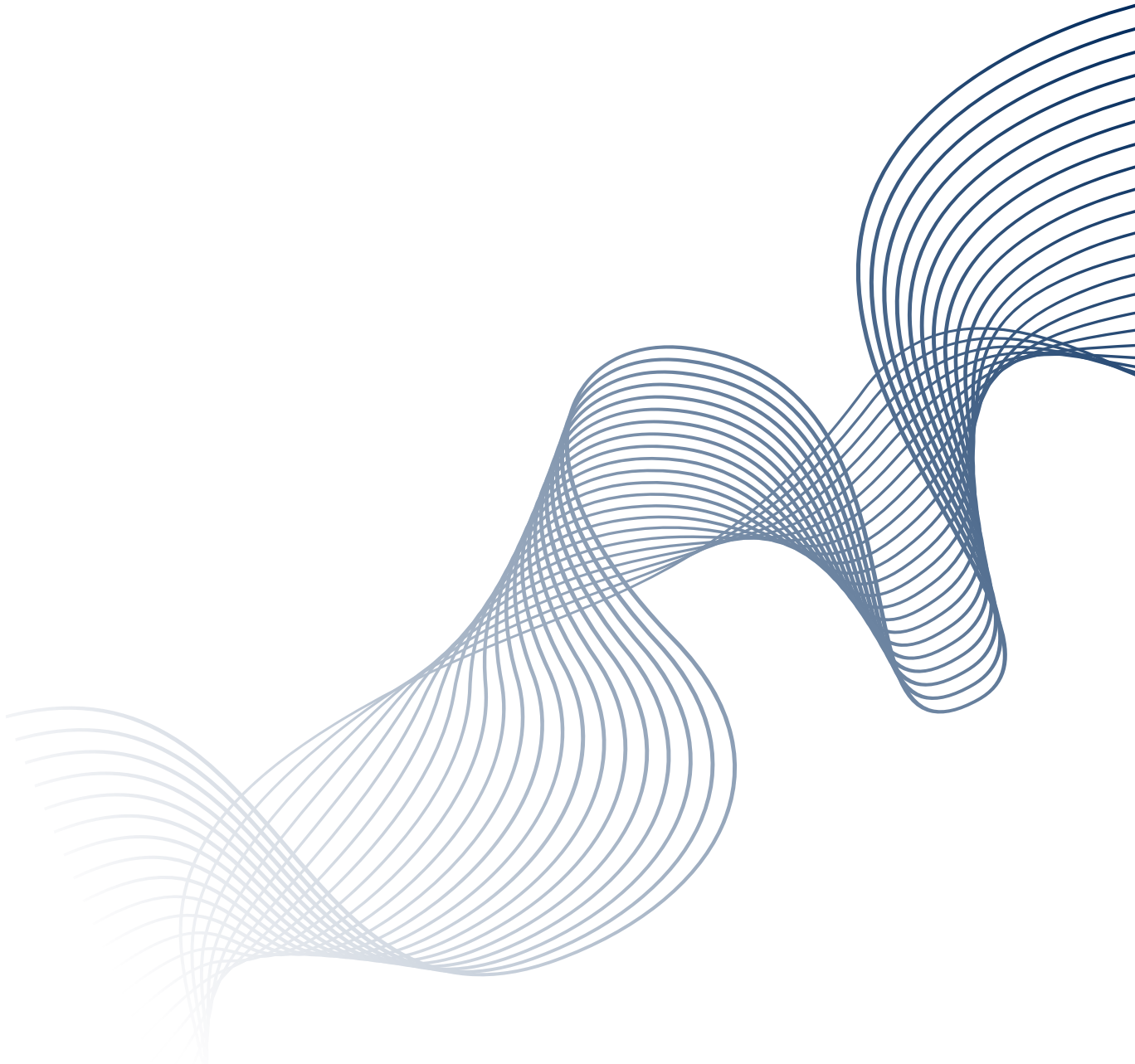
Senior Associate

(949) 797-3510

The Queen's Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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