

Esther Lizama Muña, MHA, FACHE

Current Employment

Chief Executive Officer of the Commonwealth Healthcare Corporation, the healthcare system of the United States territory of the Commonwealth of the Northern Mariana Islands

Education

PhD Student – Health Services Administration, Walden University, Minneapolis, MN, Currently enrolled, Anticipated Completion, May 2020

Master of Health Administration, St. Joseph's College, Standish, ME, June 2007

Bachelor General Studies; Social & Beh. Science Concentration, Indiana University, December 2004

Associate of Applied Sciences in Accounting, Northern Marianas College, May 1995

Major Accomplishments

As the **Chief Executive Officer**, successfully made numerous improvements and led completions of significant projects of the sole hospital in the CNMI, public health services, behavioral health services, and community health services. These include:

- Turning the hospital around by removing Immediate Jeopardy findings and developing systems of care that met the standards of quality care.
- Improving the financial status of the health system from a \$5 Million operation to a \$55 Million operation by directing a collaborative initiative and improving and correcting audit findings from several years.
- Opening a hospital outpatient pharmacy that ensured the access to lower-priced drugs to a community in need and introduced a new revenue generating scheme.

As the **Medicaid Advisor**, developed and successfully obtained approval of the CNMI Medicaid State Plan that ensured quality care and health access was improved in the CNMI.

As the **Hospital Administrator and Chief Financial Officer**, successfully led the compliance of the CMS Conditions of Participation requirements to open a \$22 million Hospital Dialysis unit that provided critical dialysis services in the CNMI.

As **Chief Financial Officer**, participated in the successful completion and the awarding of a new site for the Kagman Community Health Center, a federally qualified health center.

Professional Experience

COMMONWEALTH HEALTHCARE CORPORATION,
HEALTH CARE SYSTEM FOR THE TERRITORY OF THE COMMONWEALTH OF THE NORTHERN
MARIANA ISLANDS (CNMI), SAIPAN, CNMI,

Chief Executive Officer, 04/2013 to Current

Oversees strategic direction and all operations of the Health Care System of the U.S. Territory of the Commonwealth of the Northern Mariana Islands, which includes the Commonwealth Health Center Hospital & Dialysis Facility, Rota Island Health Center, Tinian Island Health Center, Public Health Services, and Behavioral Health Services and provides leadership and direction of the Kagman Health Community Health Center, a Federally Qualified Health Center. Is also responsible for enforcement of the CNMI's health care regulations and policies.

Chief Operations & Financial Officer, 10/2012 to 04/2013

Provided leadership, direction, and management of the operations of the Hospital, Nursing, Business & Finance, Public Health, Quality Improvement, Facilities, Information Technology, and Nursing departments. Kept CEO informed of the day-to-day operations and consults with the CEO on important decisions that must be made on a regular basis. Provided the CEO, Board, and Management with timely and accurate financial statements each month that communicate division/section expenditures.

GOVERNOR'S OFFICE, SAIPAN, CNMI,

Medicaid Advisor/HIT Coordinator, 01/2012 to 09/2012

Made recommendations on State Plan Amendments necessary to address the needs of the CNMI in regards to the Medicaid Program. Worked with the State Medicaid Administrator to develop the State Medicaid HIT Plan (SMHP).

State HIT Coordinator, 04/09 to 09/13

Developed the approved Strategic & Operational Plan for the CNMI's Health Information Exchange (C-HIE). Helped in the preparation of grant applications for additional funding necessary for sustainability of the project. Assisted the Project Coordinator in the overall management of the C-HIE project, including ensuring compliance with Program Information Notice (PIN).

COMMONWEALTH HEALTH CENTER, DEPARTMENT OF PUBLIC HEALTH, SAIPAN, CNMI,
86-BED ACUTE HOSPITAL FACILITY PLUS HOSPITAL-BASED ESRD FACILITY

Hospital Administrator and Chief Financial Officer, 3/2010 to 10/2011

Responsible for daily operational activities of the Commonwealth Health Center's Hospital and ESRD facilities. Responsible for the finance, accounting and business activities of the Department of Public Health. Directed activities of the Hospital and ESRD operations that meet compliance with Medicare's Conditions of Participation.

Chief Financial Officer, 10/2007 to 12/2011

Directed the accounting and financial functions of the Commonwealth Health Center's Hospital/Hemodialysis and the overall Department of Public Health. Monitored payer reimbursement and hospital expenditures. Completed cost analyses. Maintained accurate Charge Description Master (CDM). Prepared and submitted annual operating budgets. Responsible for all audits: Annual financial and Cost Reports. Wrote successful grants and ensured compliance with grants' goals and objectives. Served as coding instructor. Negotiated vendor contracts.

Business Office and Health Information Management Dept. Manager, 12/2000 to 09/2007

Managed the operations of the Business and Billing offices concurrently with the Health Information Management Department. Managed the patient flow business processes. Audited coded records for accuracy and completeness of medical codes. Acted as Privacy Officer.

Patient Finance Representative/Coder 05/1993 to 11/2000

Responsible for reviewing returned claims to determine corrective actions, such as correcting ICD & CPT codes, which are necessary for successful and optimum reimbursement. Audited Evaluation & Management (E&M) codes to ensure compliance with 1995 Medicare E&M guidelines. Selected appropriate CPT codes for procedures performed by providers, using CPT coding books.

Professional Certifications

Board Certification, Fellow of American College of Health Care Executive, FACHE, from Board of Governors, American College of Health Care Executives, May, 2017, Current

Certified Professional Coder, CPC, from American Association of Professional Coders (AAPC), June 2004-2017. **ICD-10-Proficient, 2016**

AHIMA-Approved ICD-10 and PCS-10 Instructor, from American Health Information Management Association, 2012

Certified Healthcare Access Manager, from National Association of Healthcare Access Management, 2004-2007

Professional Certificates

Ebola Leadership Academy for the Public's Health, National Leadership Academy for the Public's Health, February 2017.

State Health Leadership Initiative, Harvard University, John F. Kennedy School of Government, Executive Education, July - August 2014.

Professional Leadership Positions

CNMI Workforce Development Board, Board Member and Co-chair of Education Committee, 2016 to present

Health Services Advisory Group, Inc., ESRD Board of Directors, CMS ESRD Network 17, April 2016

Association of State & Territorial Health Officials,

Board of Directors Member – 2017 to present

Vice Chair, Performance Improvement & Accreditation Policy Committee – 2018 to present

Member, Health Access Policy Committee – 2010 to 2018

Pacific Islands Health Officers Association

- Board of Directors President, 2017 to present
- Board of Directors Vice-President, 2016-2017
- Board of Directors Secretary/Treasurer, 2014-2016
- Board of Directors Secretary, 2013-2014

HHS Region IX Strategic Health Planning Committee, HHS Region IX, July 2017 to current

CNMI Council on Developmental Disabilities, Member, 2009-2013

Association of Professional Coders (AAPC) Guam-CNMI Chapter – President, 2010, Member since 2009

Professional Presentations

“Territorial Policies to Address Non-Communicable Diseases”, ASTHO Annual Meeting, Alexandria, VA, Sept 2018

“Partnerships to Address Health Equity – Health in the CNMI”, ASTHO Annual Meeting, Salt Lake City, UT, Sept. 2015

“Best Practices for Developing Policies to Address Social Determinants of Health”, National Leadership Academy, Centers for Disease Control & Prevention, Atlanta, GA, April 2016

“Improving Revenue Collections with TQM”, Applied Management Project Winner, CDC Sustainable Management Development Program, 2006; Cape Town, South Africa, 2006

“Minute With a Member”, Featured in American Association of Professional Coders (AAPC) *Coding Edge* Magazine, February 2010