

Contact

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Top Skills

Program Management
Army
Command

Guy Kiyokawa

Assistant Secretary Enterprise Integration at US Department of Veterans Affairs

Washington, District of Columbia, United States

Experience

U.S. Department of Veterans Affairs

Assistant Secretary Enterprise Integration

November 2021 - Present (2 years)

810 Vermont Ave, Washington, DC

Defense Health Agency (DHA)

8 years 1 month

Deputy Director

October 2015 - October 2021 (6 years 1 month)

Falls Church, VA

Organizes, directs and manages, through senior level program directors, the Defense Health Agency (DHA) and all assigned personnel units. Oversees the overall operational planning, policy planning, direction and timely execution of the Agency's health care programs and/or program elements. Ensures execution, implementation and integration of legislative mandates and DoD policy concerning the Military Health System (MHS) transformation and new governance structure.

The DHA is a joint, integrated Combat Support Agency enabling the Army, Navy, Air Force, and Marine Corps medical services to provide a medically ready force and ready medical force to Combatant Commands in both peacetime and wartime. In support of an integrated, affordable, and high quality military health service, the DHA directs the execution of ten joint shared services to include the health plan (TRICARE), pharmacy, health Information Technology, research & acquisition, education & training, public health, medical logistics, facility management, budget resource management, and contracting. The DHA administers the TRICARE Health Plan providing worldwide medical, dental and pharmacy programs to more than 9.4 million uniformed service members, retirees and their families.

Chief of Staff

October 2013 - October 2015 (2 years 1 month)

Falls Church, VA

Chief of Staff, Defense Health Agency (DHA), Defense Health Headquarters, Falls Church, VA. Responsible for the internal staff operations of the DHA including transforming the organization from the TRICARE Management Activity (TMA) to the DHA.

TRICARE Management Activity

Chief of Staff

May 2013 - September 2013 (5 months)

Falls Church, VA

Responsible for leading the staff through the transformation from the TRICARE Management Activity to the Defense Health Agency.

Office of the Asst. Secretary of Defense for Health Affairs

Army Liaison to Mil Health System (MHS) Governance Implementation Team

July 2012 - May 2013 (11 months)

Falls Church, Virginia

-Responsible for facilitating the work group developing the implementation plan, and supporting analysis, to create a new Defense Health Agency that includes the consolidation of services currently residing with the Army, Navy, and Air Force. These services include budget, facilities, logistics, information technology, public health, research & development, pharmacy, the health plan, education & training, and contracting.

Accomplishments:

- Facilitated and guided the development of an implementation plan for consolidating common services historically run by each of the three military departments. This required stakeholder buy-in, consistent strategic communications, and engagement of senior Army and Department of Defense (DoD) leadership.

US Army Medical Command

Asst Chief of Staff for Facilities

June 2010 - May 2013 (3 years)

Falls Church, VA

Facility Life Cycle Manager for the Army Medical Department facilities comprising of 33 million square feet valued in excess of \$8.75 billion. Responsible for the planning, programming, and executing a \$250M annual budget for maintenance, repair, renovation, and new construction to support the Army's health care system.

Accomplishments:

- Defended four large construction projects, worth \$1.7 billion, targeted for cancellation by the DoD Comptroller and scrutinized by Congressional staffers. Worked with multiple agencies from the hospitals to the Army / DoD leadership, Government Accounting Office, and Congressional staffers ensuring consistent messaging, analysis, and understanding of common goals.
- Continued development of contracting innovations through the MEDCOM Support Teams located in two Corps of Engineer (COE) Districts that work only on MEDCOM facility requirements worldwide. This innovation allows the use of contracting mechanisms anywhere in the Army while the remainder of the COE must only operate within their respective districts. As the Director, I ensured consistency of contract products to support planning, design, construction, maintenance, activation (initial outfitting and transition), energy management and sustainability initiatives. For example, the large influx of MILCON projects required a new approach to initial outfitting and transition. I led the group to develop an indefinite delivery indefinite quantity contract that provided a group of contractors who understood our requirements for initial outfitting and transition. This innovation caught the attention of the VA which invited my organization to explain how we accomplish this task.

US Army War College; Dept of Veterans Affairs

Army War College Fellow

June 2009 - June 2010 (1 year 1 month)

Washington DC

Duties.

- Complete course work and research project for the US Army War College. Participate and learn the operations of the Veterans Health Administration.

Accomplishments.

- Developed and coordinated the detailed concept and business case analysis with VA Central Office, US Army Medical Command, VISN 18, William Beaumont Army Medical Center (WBAMC) and El Paso VA Health Care System (EPVAHCS) to align the Army's \$950 million WBAMC hospital replacement with the EPVAHCS \$543 million developing a truly integrated DoD/VA medical facility. Supported briefs to OMB and Secretary of the Dept of Veterans Affairs.

US Army Medical Command

Asst Chief of Staff for Facilities

June 2006 - June 2009 (3 years 1 month)

Ft Sam Houston, TX

Facility Life Cycle Manager for the Army Medical Department comprising 33 million square feet valued in excess of \$8.75 billion. Responsible for the planning, programming, and executing a \$250M annual budget for maintenance, repair, and renovation to support the Army's health care system.

Accomplishments:

- Established a system using facility condition index assessments to link construction projects directly to the identified deficiencies. This provided the commander the risk of reducing facility budgets. Decisions early in the fiscal year limited the facilities budget. The increased risk of not reducing deficiencies led to increases in facilities funding.
- Partnered with regional commanders, administrators, and facility managers to define project requirements and properly portray the supporting information through the MEDCOM project prioritization process. This coupled with the aforementioned ability to portray risk in budget reductions resulted in significant budget increases. In 2006, the total SRM expenditure, including year-end execution, averaged \$405 million. By fiscal year 2008, we had expanded the expenditure to \$560 million.
- Developed facility project requirements providing quick and detailed responses to Congressional inquiries resulting in an additional \$240M in construction funds through the American Recovery and Reinvestment Act.
- Established MEDCOM process for developing lease requirements. I was responsible for working individual lease requests to ensure approval at every level to include development of leases with the corresponding Corps of Engineer district. Result of this effort was creating additional physical clinic capacity closer to beneficiaries' homes.
- Leveraged innovative processes and technology to develop an energy strategy that assessed renewable energy solutions, provided continuous commissioning, and established a baseline through a metering program.

US Army Aeromedical Center and Lyster Army Health Clinic

Deputy Commander for Administration (COO)

June 2005 - May 2006 (1 year)

Ft Rucker, Alabama

Administrator for an outpatient medical clinic in support of 28,000 beneficiaries in the Wiregrass Area. Also responsible for administrative support for the Gulf Coast Regional Veterinary Command, Brown Dental Clinic, U.S. Army School

of Aviation Medicine, U.S. Army Aviation Medicine Activity, and MEDEVAC Proponency Directorate.

Accomplishments:

- Led the transformation of the primary care system by assessing, developing, and providing tools for clinical providers to improve productivity. The greatest patient complaint was access to care for active duty and family members. Our plan focused on diverse areas such as appointment template management, coders' assistance, and automatic call distribution issues. Each one of these constituted a focus area with specific actions to improve the overall care process. Finally, we focused on the provider by showing each of their productivity numbers in an open forum. Providers' request for support led to creation of a coding tiger team. This led to dramatic improvements in productivity leading to MEDCOM-wide recognition for one of the largest increases in outpatient productivity.

Tripler Army Medical Center and the Pacific Regional Medical Command

Executive Officer (Assoc Administrator)

July 2003 - June 2005 (2 years)

Honolulu, HI

Associate Administrator for a 229 licensed bed Medical Center providing 39 specialty services including 11 residency training programs. Supports care for over 410,000 beneficiaries living in Hawaii and the Western Pacific. Facilitator for corporate governance, strategic planning and business planning.

Accomplishments:

- Established, a previously non-existent, governance system for the medical center. Included partnering with clinical leaders and the local VA to ensure proper integration. Facilitated the development of a strategy and its execution resulting in improved productivity and successful completion of a Joint Commission for the Accreditation of Health Care Organizations Survey.

US Army Health Facility Planning Agency

Deputy Commander (COO)

October 2002 - June 2003 (9 months)

Falls Church, VA

Management of health facility operations (programming, planning, design, construction, commissioning) for the Army Medical Department. Management of financial and personnel aspects of USAHFPA. Responsible for re-

organization of HFPA's structure and corresponding improvement in output. Facilitator for ongoing coordination of HFPA and MEDCOM Facilities role and responsibilities.

Accomplishments:

- Improved organizational and operational efficiency by identifying weaknesses, developing improvement plans with buy-in, and executing the change. This resulted in the organization's ability to forecast requirements, better utilize a \$20M operating budget, and develop business case analysis for sound fiscal decisions.

US Army Medical Command, Office of The Surgeon General
Executive Assistant to the US Army Surgeon General / Commanding General

August 2001 - October 2002 (1 year 3 months)

Falls Church, VA

Manage all aspects of the U.S. Army Surgeon General's scheduling, public appearances, coordination of staff support, briefings, protocol events, trip itineraries, and information flow. The Surgeon General also serves as the Commander, U.S. Army Medical Command, 50,000 active duty and civilian personnel, responsible for the provision of healthcare for all active duty Army Soldiers and their family members.

- Coordinated over 900 events ensuring the right information at the right time with the right people. Understood the operational environment at Army, DoD, Congressional, and clinical leadership levels. Facilitated flow of information with the staff and external organizations.

US Army

Various positions

July 1987 - August 2001 (14 years 2 months)

Seven years in health facilities planning and construction management supporting the Army Medical Department in the Continental US, Korea, and Germany. Three years as a healthcare administrator at Walter Reed Army Medical Center in Washington DC and Silas B Hays Army Community Hospital in Monterey, California. Four years as Section Leader and Aeromedical Evacuation Pilot.

Education

Baylor University

Masters, MHA, Health Administration · (1993 - 1995)

University of Southern California

Bachelor of Science - BS, Civil Engineering · (August 1982 - May 1986)