



HAWAII STATE HEALTH PLANNING AND DEVELOPMENT AGENCY

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ADMINISTRATIVE APPLICATION - CERTIFICATE OF NEED PROGRAM

STATE HEALTH PLANNING & DEV. AGENCY

Application Number: # 22-22A Date of Receipt:
To be assigned by Agency

APPLICANT PROFILE

Project Title: Establish Ambulatory Surgery Center on Maui

Project Address: 75 Maui Lani Parkway, Unit B
Wailuku, HI 96793

Applicant Facility/Organization: Maui Nui ASC, LLC

Name of CEO or equivalent: Michael A. Rembis

Title: Manager

Address: 221 Mahalani St, Wailuku, HI 96793

Phone Number: 808-244-9056 Fax Number: N/A

Contact Person for this Application: James A. Diegel

Title: Chief Strategy Officer, Maui Health System

Address: 221 Mahalani Street, Wailuku, HI 96793

Phone Number: 808-442-5103 Fax Number: N/A

CERTIFICATION BY APPLICANT

I hereby attest that I reviewed the application and have knowledge of the content and the information contained herein. I declare that the project described and each statement amount and supporting documentation included is true and correct to the best of my knowledge and belief.

[Signature]
Signature

10/28/2022
Date

Michael A. Rembis
Name (please type or print)

Manager
Title (please type or print)

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1. TYPE OF ORGANIZATION: (Please check all applicable)

- Public _____
- Private _____ X
- Non-profit _____
- For-profit _____ X
- Individual _____
- Corporation _____
- Partnership _____
- Limited Liability Corporation (LLC) _____ X
- Limited Liability Partnership (LLP) _____
- Other: _____

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2. PROJECT LOCATION INFORMATION

A. Primary Service Area(s) of Project: (please check all applicable)

- Statewide: _____
- O`ahu-wide: _____
- Honolulu: _____
- Windward O`ahu: _____
- West O`ahu: _____
- Maui County: _____ X
- Kaua`i County: _____
- Hawai`i County: _____

3. DOCUMENTATION (Please attach the following to your application form):

A. Site Control documentation (e.g. lease/purchase agreement, DROA agreement, letter of intent) – See Attachment A

B. A listing of all other permits or approvals from other government bodies (federal, state, county) that will be required before this proposal can be implemented (such as building permit, land use permit, etc.)

- Building permit – Maui County
- FOSC License – State of Hawaii, Department of Health
- Fire Marshall's Approval – Maui County, Fire Prevention Bureau
- Diagnostic Imaging Certification – State of Hawaii, Department of Health
- Medicare Certification – State of Hawaii, Department of Health
- CLIA Certificate
- Medicare/Medicaid Certification
- Clinical Lab Permit Class II
- Hawaii Narcotics Enforcement Division (NED) Certificate of Registration
- DEA Certificate of Registration

C. Your governing body: list by names, titles and address/phone numbers
See Attachment B

D. If you have filed a Certificate of Need Application this current calendar year, you may skip the four items listed below. All others, please provide the following:

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- Articles of Incorporation – See Attachment C
- By-Laws – See Operating Agreements Attachment E
- Partnership Agreements See Operating Agreements Attachment E
- Tax Key Number (project's location) – Parcel Number 380071400000 (Building 4, Section 1), See Attachment D

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4. **TYPE OF PROJECT.** This section helps our reviewers understand what type of project you are proposing. Please place an "x" in the appropriate box.

	Used Medical Equipment (over \$400,000)	New/Upgraded Medical Equip. (over \$1 million)	Other Capital Project (over \$4 million)	Change in Service	Change in Beds
Inpatient Facility					
Outpatient Facility			X	X	
Private Practice					

5. **BED CHANGES.** Please complete this chart only if your project deals with a change in your bed count and/or licensed types. Again, this chart is intended to help our reviewers understand at a glance what your project would like to accomplish. Under the heading "Type of Bed," please use only the categories listed in the certificate of need rules.

Type of Bed	Current Bed Total	Proposed Beds for your Project	Total Combined Beds if your Project is Approved
N/A	N/A	N/A	N/A
TOTAL			

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6. PROJECT COSTS AND SOURCES OF FUNDS

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A. List All Project Costs:		AMOUNT:
1.	Land Acquisition	<u> </u>
2.	Construction Contract	<u>\$4.33M</u>
3.	Fixed Equipment	<u> </u>
4.	Movable Equipment	<u>\$7.44M</u>
5.	Financing Costs	<u>\$0.98M</u>
6.	Fair Market Value of assets acquired by lease, rent, donation, etc.	<u>\$5.12M</u>
7.	Other: <u>Recharge, Contingency, Maintenance</u>	<u>\$2.78M</u>
TOTAL PROJECT COST:		<u>\$20.65M</u>

B. Source of Funds

1.	Cash	<u>\$3.44M</u>
2.	State Appropriations	<u> </u>
3.	Other Grants	<u> </u>
4.	Fund Drive	<u> </u>
5.	Debt	<u>\$12.09M</u>
6.	Other: <u>FMV of leased premises to be paid by rent</u>	<u>\$5.12M</u>
TOTAL SOURCE OF FUNDS:		<u>\$20.65M</u>

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7. **CHANGE OF SERVICE:** If you are proposing a change in service, then please briefly list what services will be added/modified. Be sure to include the establishment of a new service or the addition of a new location of an existing service. Please reference the Certificate of Need Rules Section 11-186-5 for the categories of services. If you are unable to determine which category best describes your project, please consult with agency staff.

Establish a freestanding ambulatory surgery center ("ASC") on Maui pursuant to HAR § 11-186-5(3)(B). Maui Health System, A Kaiser Foundation Hospitals LLC ("Maui Health") is the majority owner in Maui Nui ASC Holdco, LLC a collaboration between Maui Health and Surgery Center Holdings, Inc. ("Surgery Partners"). Maui Nui ASC Holdco, LLC is, in turn, the sole owner of Maui Nui ASC, LLC, the owner and operator of the proposed ASC. At a future date, up to 49% of Maui Nui ASC, LLC will be owned by qualified physician investors. At this time, 0% of the membership interest of Maui Nui ASC, LLC is owned by physician investors.

8. **IMPLEMENTATION SCHEDULE:** Please present a projected time schedule for the completion of this project from start to finish. Include all of the following items that are applicable to your project:

- a) Date of site control for the proposed project, *10/7/2022; See Attachment A for the letter of intent to lease space to Maui Nui ASC, LLC.*
- b) Dates by which other government approvals/permits will be applied for and received, *Building Permit from Maui County will be applied for after CON approval and may take 90-120 days to receive.*
- c) Dates by which financing is assured for the project, *Upon CON approval.*
- d) Date construction will commence, *Withing 180 days after CON approval.*
- e) Length of construction period, *Estimated 12-15 months + 6 months for licensing.*
- f) Date of completion of the project, *December 31, 2024*
- g) Date of commencement of operation, *January 2025*

Please remember that the Agency does monitor the implementation of Certificates approved. Non-implementation of a project as described in your application may result in a fine and/or withdrawal of the certificate of need.

9. **EXECUTIVE SUMMARY:** Please present a brief summary of your project. In addition, provide a description of how your project meets each of the certificate of need criteria listed below. If a new location is proposed, please attach an easy to read map that shows your project site.
- a) Relationship to the State of Hawai'i Health Services and Facilities Plan.
 - b) Need and Accessibility
 - c) Quality of Service/Care

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- d) Cost and Finances (include revenue/cost projections for the first and third year of operation)
- e) Relationship to the existing health care system
- f) Availability of Resources.

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10. **Eligibility to file for Administrative Review.** This project is eligible to file for Administrative review because: (Check all applicable)

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- It involves bed changes, which will have a capital expense of \$1,000,000 or less, and which will have an increased annual operating expense of less than \$500,000.
- It involves service changes which will have a capital expense of \$1,000,000 or less, and which will have an increased annual operating expense of less than \$500,000.
- It is an acquisition of a health care facility or service, which will result in lower annual operating expenses for that facility, or service.
- It is a change of ownership, where the change is from one entity to another substantially related entity.
- It is an additional location of an existing service or facility.
- The applicant believes it will not have a significant impact on the health care system.

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EXECUTIVE SUMMARY

Maui Nui ASC, LLC requests approval from the State Health Planning and Development Agency (SHPDA) to establish a freestanding Ambulatory Surgery Center (ASC) located at 75 Maui Lani Parkway, Wailuku, HI 96793 (see Attachment D). The proposed ASC will consist of four (4) operating rooms, one (1) procedure room, (1) pre-operative/post-operative patient room, and thirteen (13) pre-operative/post-operative bays. The estimated cost of the proposed project is \$20.65M.

A. Relationship to the State of Hawai'i Health Services and Facilities Plan (HSFP).

The proposed ASC supports and aligns with the priorities and objectives of the Statewide Health Coordinating Council (SHCC) General Principles including:

1. Promote and support the long-term viability of the health care delivery system
2. Expand and retain the health care workforce to enable access to the appropriate level of care in a timely manner
3. Ensure that any proposed service will at least maintain overall access to quality health care at a reasonable cost
4. Strive for equitable access to health care services (i.e., remove financial barriers, increase the availability of physicians)

This proposal supports the following Specific Health Area of Concern of the SHCC:

2. Establish a statewide emergency and trauma system

The proposal is also consistent with the following priority of the Maui County Tri-Isle Subarea Health Planning Council for Primary, Acute, and Emergency Services and including:

- Recruit and educate an optimal supply of health care workers to meet demand
- Optimize reimbursement through Medicare, Medicaid, and third-party insurers
- Modernize facilities via construction, reconstruction, and/or replacement
- Create innovative solutions for making Hawaii health care systems responsive to community needs by recognizing efficient and inefficient facilities and services and exploring capital partnerships, joint ventures, consolidations, and other financial arrangements

The Maui Nui community can expect the following benefits with the addition of the proposed ASC:

- A cost-effective, operationally efficient venue for outpatient surgery resulting in less expensive bills for patients and better patient satisfaction.
- Increased availability of ambulatory surgical services on Maui deters outmigration to surgical centers off island and decreases costs for patients.
- Increased access to quality of care in the Maui community by recruiting physicians in surgical specialties.
- Increased number of health care jobs in Maui County.

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- Provides an opportunity for Maui Health to partner with community physicians through a joint venture arrangement.
- Improved operating room (OR) utilization to better conserve community hospital resources and further optimize Maui's emergency and trauma system.
- Improved efficiency of health care operations and reduce reliance on State subsidies.

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A 2017 Centers for Medicare and Medicaid Services (CMS) report estimated 70% of surgical procedures occurred in an outpatient setting. This number continues to grow as patients and insurance payers demand convenience and lower prices. Maui Nui ASC—a joint-venture collaboration between Maui Health, Surgery Partners, and community physicians—will meet Maui County's growing need for a cost-effective, operationally efficient venue for ambulatory surgical services. Patients will experience the flexibility to schedule medical procedures closer to home, shorter wait times, expediency to health care, lower cost-sharing requirements¹, and higher satisfaction rates.

The proposed ASC aims to enhance patient safety, access to quality care, and realize cost savings by providing outpatient surgical services many of which would otherwise be performed at Maui Memorial Medical Center (MMMC), Maui County's only acute care hospital operated by Maui Health. ASCs can operate at lower costs and often complement hospital outpatient departments (HOPDs) as a strategy for health care cost containment. Research published in March 2022 from the Johns Hopkins University School of Medicine Department of Orthopaedic Surgery further supports the proposed ASC's mission to provide a cost-effective surgical venue for patients. The study found that the average total costs and average technical fees for certain elective outpatient orthopedic surgeries performed at ASCs were 26% and 33% lower than HOPDs, respectively.²

Insurance copays, deductibles, fees, and any additional costs will be determined by patients' insurance policy terms for outpatient procedures and services at the proposed ASC. As CMS moves to improve quality and payment efficiency through a value-based purchasing plan, Medicare beneficiaries will continue to have increased access to low-risk, common surgical procedures.³ In 2022, CMS plans to eliminate several procedures from "inpatient-only lists" and allow these procedures to be performed at an ASC. Patients will continue to encounter less expensive medical bills as CMS adds newly covered services to its ASC list of covered surgical procedures and ancillary services.⁴

¹ U.S. Department of Health and Human Services Medicare Ambulatory Surgical Center Value-Based Purchasing Implementation Plan: https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ASCPayment/Downloads/C_ASC_RTC-2011.pdf

² Wang, Kevin Y. BA; Puvanesarajah, Varun MD; Marrache, Majd MD; Ficke, James R. MD; Levy, Joseph F. PhD; Jain, Amit MD Ambulatory Surgery Centers Versus Hospital Outpatient Departments for Orthopaedic Surgeries, *Journal of the American Academy of Orthopaedic Surgeons*: March 1, 2022 - Volume 30 - Issue 5 - p 207-214. doi: 10.5435/JAAOS-D-21-00739

³ Centers for Medicare & Medicaid Services Ambulatory Surgical Center (ASC) Payment: <https://www.cms.gov/medicare/medicare-fee-for-service-payment/ascpayment>

⁴ U.S. Department of Health and Human Services Medicare Ambulatory Surgical Center Value-Based Purchasing Implementation Plan

These trends will likely result in increased demand for surgical procedures performed at the proposed ASC.

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In 2019, over 2,200 outpatient surgeries for Maui residents were performed on Oahu or neighboring islands. Table 1 below further illustrates the growing trend in residents receiving off-island outpatient procedures.⁵ Those seeking surgical services off-island typically sustain lengthier commute times and additional travel-related costs that health care insurance may not cover. Estimated non-emergent travel expenses from Maui to Oahu can include round trip airfare between \$100-\$250, rental car fees between \$75-\$90 per day, and hotel rates at \$200 or more per night. The proposed ASC will improve the community's access to surgical services. Patients—particularly those who are vulnerable or unable to readily travel off-island—will have the flexibility to schedule on-island procedures, avoid extra costs, and recover from surgeries closer to home.

TABLE 1

PAYOR		2017	2018	2019	2020*	2021
Kaiser	GI Services	10	6	14	10	12
	Operating Room	573	563	570	422	529
Kaiser Total		583	569	584	432	541
Other	GI Services	50	158	171	95	113
	Operating Room	935	1,201	1,471	1,036	1,325
Other Total		985	1,395	1,642	1,131	1,438
Grand Total		1,568	1,928	2,226	1,563	1,979
Year / Year % Change			23%	15%	-30%	27%

*Decrease in 2020-2021 reflects the impact of the COVID-19 pandemic including state-wide travel restrictions, mandated business closures, and stay-at-home ordinances.

The proposed joint venture arrangement between Maui Health and physicians provides a unique and innovative solution to promote greater access and the long-term viability of health care on Maui. Offering ownership in a community ASC supports Maui Health's physician recruitment strategy and will provide the necessary OR capacity for incoming healthcare professionals that Maui desperately needs. Building community bonds and providing investment opportunities stimulate professional growth and retention for both new and existing physicians. Physicians who are more connected to the island community are more likely to stay.

Lastly, like many hospitals nationwide the existing MMMC ORs faces high utilization and capacity constraints. As MMMC moves toward a Level II Trauma Center designation, the hospital and physicians require more OR time to treat critical surgical and trauma cases. Same-day and elective surgical procedures performed at the new ASC will help ease hospital constraints, further optimizing Maui's emergency and trauma system.

⁵ Data derived from Laulima Data Alliance Data Reporting

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The proposed ASC will enter into a collaborative arrangement with MMMC in accordance with the HSFP thresholds and suboptimization clause for a Freestanding Ambulatory Surgery Center (less than 24 hours stay). The required collaborative arrangement with MMMC will (1) include a transfer agreement, (2) commit to support all training and recruitment of health care personnel for the benefit of the area, and (3) commit to enhancing the EMS and trauma care systems of Maui County by using the ASC, when necessary, for natural disaster or pandemic scenarios. See Attachment F.

B. Need and Accessibility

Need. There are two existing multispecialty ASCs on Maui: the Kaiser Permanente (KP) Wailuku Ambulatory Surgery Center and Aloha Surgical Center. As previously mentioned, the proposed ASC aims to provide outpatient surgical services that would otherwise be performed off-island at other facilities or on Maui at MMMC. Therefore, the ASC will avert unnecessary off-island travel for Maui patients and increase OR availability for inpatient procedures at MMMC. Consequently, Maui Nui ASC does not anticipate disturbing or significantly impacting established ASC operations.

Today, MMMC has seven operating rooms. Three of the seven rooms are designated specifically for trauma, cardiovascular, and urology surgeries. Due to the specialized nature of the cardiovascular operating room, this room is not available for other use. The urology room is currently undergoing renovations to serve as a general operating room. The remaining operating rooms currently run over 70% utilization. Table 2 shows the number of surgical cases from 2017 to 2021:

TABLE 2

MMMC SURGERY CASE TYPE	2017*	2018	2019	2020	2021
Inpatient	125	365	316	285	251
Admit with Surgery	213	355	453	238	250
Outpatient	479	1,023	1,336	939	1,231
Hospital Ambulatory Surgery	1,010	1,998	1,973	1,646	1,974
Total	1,827	3,741	4,078	3,108	3,706
Year / Year % Change			9%	-24%	19%

**Before June 30, 2017, MMMC was part of the Hawaii Health Systems Corporation. The above data reports surgeries at MMMC managed by Maui Health as of July 1, 2017.*

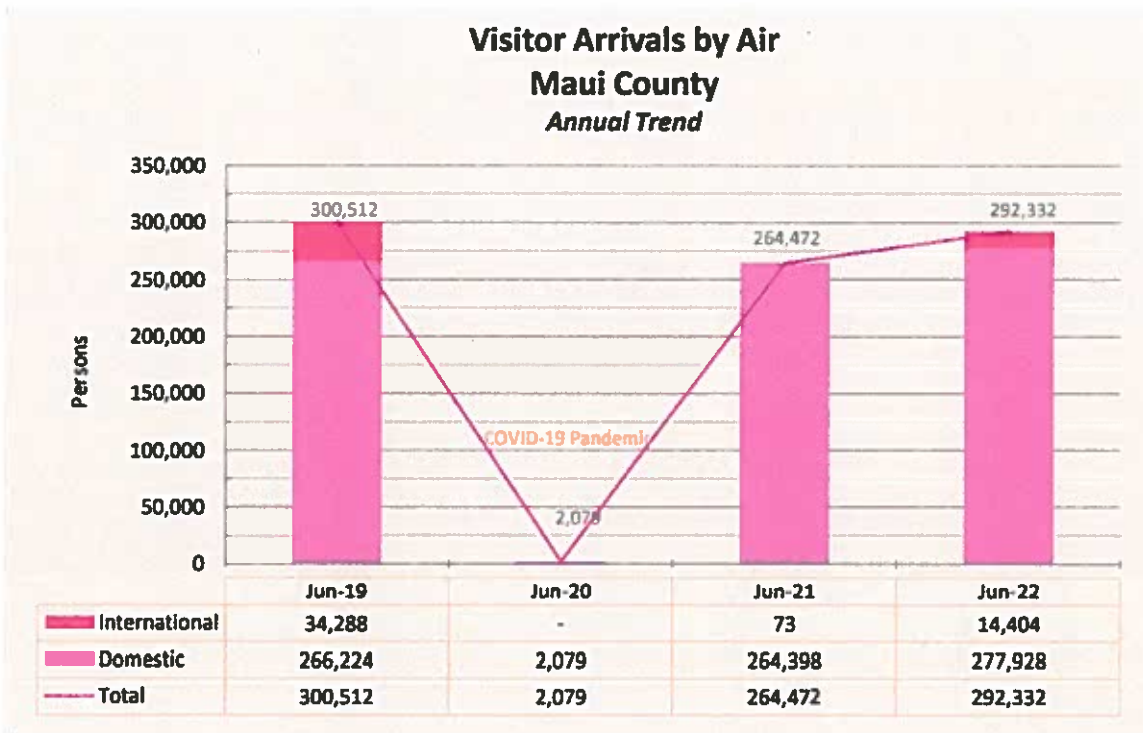
The decrease in surgical volume in 2020-2021 reflects Maui Health's response to the COVID-19 pandemic when visitor arrivals dramatically dropped and MMMC canceled elective surgeries to limit potential SARS-CoV-2 exposure and ensure patient safety. However, Maui Health reports that MMMC surgeries and procedures in 2022 are on track to exceed 2019 statistics as the hospital resumes normal operations, tourism returns, and COVID-19 surges remain manageable. Maui Health projects the MMMC ORs will be over 85% utilization by 2030, assuming MMMC remains at its current Level III Trauma Center designation. However, if MMMC obtains a Level II Trauma Center

designation, as it intends to, the increase in surgical volume will further strain OR capacity and impact utilization. As the only acute care hospital on the island, MMMC must prioritize capacity for inpatient surgeries.

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Visitor arrivals in 2022 are approaching pre-pandemic numbers, and tourism will continue to increase OR utilization at MMMC. In 2019, visitors arriving to Maui by Air surpassed 3.1 million⁶. That same year, MMMC reported that 14% of inpatients and 22% of emergency room patients resided outside the island of Maui. Table 3 compares June arrivals from 2019 to 2022⁷:

TABLE 3



The Maui community's population growth and aging society will further impact the increasing need for specialty medical services. Maui County's population increased by 6.4% over the last decade to 164,754 in 2020⁸. Apart from population growth, the community's aging residents will continue to impact Maui's healthcare resources. Maui's baby boomer population will reach the 60+ age benchmark over the next decade and the local health care system will see a noticeable increase in the older adult age range

⁶ County of Maui Office of Economic Development, Monthly Economic Indicators Report released 7/28/2022 – Visitor Arrivals by Air by County Calendar Years

⁷ County of Maui Office of Economic Development, Monthly Economic Indicators Report released 7/28/2022 – Visitor Arrivals by Air Maui County Annual Trend

⁸ U.S. Census Bureau

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seeking services. By 2030, the Maui County Office on Aging projects Maui's resident population over the age of 65 will account for more than 23% of the total estimated population of 189,947⁹.

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From the 2021 State of Hawaii Data Book, the De Facto population for Maui County as of July 1, 2021, was 212,378¹⁰. The De Facto population is defined as the number of persons physically present in an area, regardless of military status or usual place of residence. It includes visitors but excludes residents who are out of state. These additional 47,000 part-time residents and visitors significantly impact Maui's healthcare system.

As Maui's population and health services demand grow, the proposed ASC will provide the necessary OR capacity allowing physicians and providers to efficiently schedule and perform outpatient surgery. Patients seeking outpatient surgical services would benefit from increased access to outpatient procedures at the proposed ASC. Procedures include but are not limited to:

- Upper gastrointestinal endoscopy
- Colonoscopy
- Minimally invasive spinal surgery
- Carpal tunnel release
- Ligament reconstruction
- Knee arthroscopy
- Kidney stone treatment
- Hernia treatment
- Prostate biopsies
- Ears, nose, and throat procedures
- Vascular surgery
- Plastic and cosmetic surgery

Working with an independent consultant, Maui Health identified an existing shortage of more than twelve (12) physicians practicing in the service area for the following specialties: Gastroenterology, General Surgery, Ophthalmology, Orthopedics, Cardiac Surgery, Otolaryngology, and Urology. To address this community physician shortage, Maui Health has dedicated substantial resources to recruiting surgeons. However, new surgeons entering the market have limited surgical venue options and additional providers will continue to strain OR capacity at MMMC.

In response to the limited existing capacity and growing demand, Maui County needs a technologically advanced outpatient surgery center to meet the needs of community physicians, surgeons, and patients. The proposed ASC will provide a state of the art electronic health record (EHR) system to further improve patient care coordination and streamline small-practice connectivity. Employing a robust EHR is an industry best practice.

⁹ Maui County Office on Aging Four-Year Area Plan on Aging October 1, 2019 – September 30, 2023

¹⁰ 2021 State of Hawaii Data Book, Table 1.09 – De Facto Population, by County 2010-2021

Accessibility. The proposed ASC will be accessible to all residents of and visitors to Maui County including racial and ethnic minorities, women, persons with disabilities, and other underserved groups. It will provide services to patients covered by private insurance, Medicare, Medicaid, and will provide charity care for patients with significant needs and limited financial resources who do not have health insurance.

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The proposed ASC is conveniently located less than a half mile from MMMC in a medical complex with the following major providers:

- KP Hawaii's Maui Lani Medical Office
- KP Hawaii's Maui Lani Elua Clinic
- MMMC Wound Care and Hyperbaric Therapy Clinic (opening 2023)
- Fresenius Kidney Care dba Liberty Dialysis

The lease includes 40 dedicated parking spaces and is near public transportation routes.

C. Quality of Service/Care

The proposed ASC will have the necessary resources to provide safe, high-quality, and affordable care based on the latest medical research, evidence, and technology through a unique partnership with Maui Health (a KP affiliate), Surgery Partners, and community physicians. The proposed joint venture allows the ASC to leverage Maui Health's nationally recognized health care quality, Surgery Partners' surgical management excellence, and Maui community physicians' specialized expertise.

Consistent with Maui Health and Surgery Partners' existing protocols, Maui Nui ASC will implement quality assessment and performance improvement programs to ensure high quality healthcare and compliance with all required licensure and certification requirements. The proposed ASC will be licensed by the Hawaii Department of Health and certified by Medicare.

Staff will include administration personnel, licensed physicians, advanced practice professionals, and nurses who will provide patient care under the ASC's written protocols, policies, and procedures. Physicians and surgeons performing procedures at the ASC must acquire and maintain privileges at MMMC. MMMC medical staff members with surgical privileges are credentialed per MMMC Bylaws as well as State and Federal Accreditation Standards and Regulatory Requirements. If an ASC patient requires hospitalization, the performing physician or surgeon will be responsible for coordinating the patient's transfer to MMMC. All providers and staff will maintain their expertise through appropriate training and education requirements.

D. Cost and Finances (include revenue/cost projections for the first and third year of operation)

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The estimated cost of the proposed ASC is \$20.65M. Maui Nui ASC, LLC anticipates that Maui Health's parent company will supply a loan at market rate for the project. Revenue and cost projections for the proposed ASC's first and third years of operation are included in Attachment G.

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E. Relationship to the existing health care system

The proposed Maui Nui ASC is a joint-venture collaboration between Maui Health, Surgery Partners, and community physicians. Maui Health's community hospitals are Maui County's lifeline to acute and emergency care. Physicians on Maui Health's medical staff are independent physicians, whether solo practitioners or associated with a medical group. A joint venture model preserves physicians' independence while providing an opportunity to expand resources in the local healthcare community. Together, the ASC partners create a dedicated care team to serve the Maui community and improve the health of Maui's families, friends, neighbors, and visitors.

As Maui County's demand for outpatient surgical services continues to grow, the proposed project will strengthen capacity, increase patient access, and optimize Maui's existing health care system. The addition of the proposed free-standing ASC offers patients outpatient surgical treatment outside of the hospital setting and will significantly improve the patient experience and satisfaction. Keeping more ambulatory patients out of the hospital is a win for both the patient and the health care system.

F. Availability of Resources

As stated above, Maui Nui ASC, LLC anticipates Maui Health's parent company to supply a loan for the project. Additional cash funding will become available as qualified physician investors join the partnership.

Maui Health currently holds a long-term lease on a site that is suitable for the proposed ASC, and Maui Health is prepared to lease the space to Maui Nui ASC, LLC. The lease will be paid for via monthly rent payable over the term of the lease. See Attachment A.

Maui Nui ASC LLC will employ health care staff including registered nurses, technicians, medical assistants, billing and collections staff, and office personnel. Consistent with Maui Health's "grow your own" initiative, Maui Nui ASC, LLC is similarly committed to improving the community's training pipeline. The proposed ASC will hire and train new graduates from local universities and certification programs. The ASC's joint venture with Surgery Partners will ensure expert management as well as recruitment and development practices to operate the facility.

Additional staffing for the ASC will flex based on utilization. If necessary, Maui Nui ASC LLC is prepared to engage contracted or temporary staff.