



Elevating People and Organizations

Overview of Business Consulting and Leadership Development Services

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Claudia Crist is President of Kalaukia Enterprises LLC, a Hawai'i-based company specializing in Change Leadership, Strategy & Alignment, Leadership Development, and Employee Engagement & Retention. She is an experienced and engaging C-Suite executive with a successful 20+ year career in healthcare and public health.

Experience Highlights:

- Known for her ability to galvanize and align staff and large stakeholder groups, Claudia successfully led teams from five to 3,000 people in organizations from 300 – 60,000 staff in size, with associated operational and budget responsibility from \$300 thousand to \$2.9 billion.
- As Chief Deputy Director of Policy and Programs at the California Department of Public Health, she oversaw over 100 regulatory and non-regulatory programs and engaged statewide teams and diverse stakeholder groups to implement and operationalize legislation and to respond to public health emergencies such as disease outbreaks and natural disasters.
- In the role of Revenue Cycle Process Leader of a large non-profit system, she was part of a team that successfully led a large-scale consolidation of revenue cycle functions for 24+ acute care hospitals to a Shared Services Model. This resulted in a combined \$40 million of annualized cost savings and revenue increases.
- During the pandemic, Claudia served as CEO for an 88-bed, 300-staff hospital on Oahu. Within two years, her team moved the organization's employee engagement results from lowest to best when compared to over 30 other entities in the entire affiliated system.
- As Director of Leadership Development for a 9,000-employee region, Claudia and her small team provided leadership classes and symposia from small groups to up to 600 leaders and provided leader coaching to help the region meet and exceed its dashboard performance in areas of quality, employee satisfaction, client satisfaction, finance, and growth.

Claudia earned a master's degree in health administration from the University of Southern California and completed her nursing degree at College of the Canyons in California. She is board-certified in healthcare management, obtained a certification in change management from Cornell University, and is a Senior Certified Professional as designated by the Society of Human Resource Management.

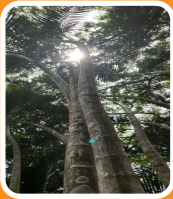
Claudia is an honoree of the 2025 Pacific Business News "Women Who Mean Business Award", which recognizes women in Hawai'i who have demonstrated excellence in both business and community leadership. She serves as volunteer board member of the YMCA of Honolulu as well as 2025 president of the Hawai'i Pacific Chapter of the American College of Healthcare Executives (ACHE).

Professional Services

Business Consulting <i>Note: Descriptions are general. All engagements are fully customized to meet individual client needs.</i>	Business Performance Improvement <u>Description:</u> Review of organizational performance against mission, vision, strategy, organizational alignment, and organizational key performance indicators (people, finance, quality, growth, service, etc.), stakeholder/leadership interviews. Assessment, recommendations, action planning and monitoring. Healthcare Business and Operational Performance Improvement <u>Description:</u> Includes same elements as business performance assessment, with optional assessment of department-specific and/or organization-wide operations, employee and physician engagement, clinical quality indicator and patient satisfaction performance opportunities, governance, and revenue cycle process. Assessment, recommendations, action planning and monitoring. <i>Benefit from a 20-year-experienced C-Suite healthcare leader, board certified (FACHE), and active RN license.</i>
Initiative Support	Change Leadership / Change Management <u>Description:</u> Consulting, training/facilitation, and project support for (developmental, transitional, and transformational) change leadership / change management initiatives, with focus on creating change that sticks.
Leadership Development <i>Note: Descriptions are general. All engagements are fully customized to meet individual client needs.</i>	Leadership Team: Connect, Communicate, Collaborate, Succeed! <u>Description:</u> Assist leadership teams meet their highest collective potential through a customized functional/culture assessment and both team and individual support approach. <i>Benefit from an engaging and experienced senior leader with formal leadership development experience and success, certifications in human resources, 360 assessments, change management, and more.</i> Leadership Development Courses and Workshops (see pp. 3-4 for details)
Group Facilitation	Board and Senior Leadership Strategy and Retreat Facilitation <u>Description:</u> General and/or topic-specific planning and facilitation.
Keynote Speaker	Topic Examples: Leading change that sticks; commanding influential presence; ROI of employee retention; five generations in the workforce; leading with integrity.

Navigating the Leadership Journey

Sessions are engaging and dynamic due to a combination of presentation style, real-life application, stories, and interaction. Best conducted in-person, many sessions can be adapted to a virtual environment, depending on group size and need. Most topics can be customized to meet the needs of an individual organization.



New Leader Foundation

Start your journey off right! Learn and apply the fundamentals of leadership. Introduction to a core bundle of vital leadership practices.

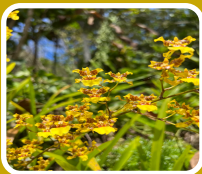
**Recommended for new leaders with up to 2 years of experience.*



Leadership Practice Fine-Tuning*

Don't get stuck! Discover who you are as a leader and fine-tune your practice for success.

**Recommended for established leaders (min >2-4 years) only.*



Employee Engagement - the Key to Success

Prevent costly turnover and culture erosion, and maximize quality and productivity in your organization. What does employee engagement look like? Why is it critically important to your organization's success, how do you measure it, and what is your role as leader?



Creating Change that Sticks

In our rapidly changing world, change leadership is an indispensable skill for today's executives and transformation leaders. Are you curious about the difference between change leadership and change management? Change leaders are the ones who not only manage change but also initiate and lead it! They possess the ability to observe their surroundings, ask critical questions, and anticipate future trends.

Elevate!

Maximize your Individual, Team, and Organizational Potential! Best conducted in-person, many sessions can be adapted to a virtual environment, depending on group size and need. Most topics can be customized to meet the needs of an individual organization.



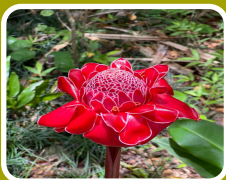
Transitioning to a Senior Leadership Role

Understand the difference between what got you to your new role as Senior Leader (C-Suite/VP/Chief Deputy) and how you need to grow to succeed and stay! Learn and interact in a safe space with others on a similar journey. 2-hr session



Effectively working among FIVE generations

We have an unprecedented five generations working in today's workforce! Learn to understand their needs and preferences and how to lead effectively. 2-hr session



Improve your Leadership Skills through the power of Benchmarks® 360 Degree Assessment (Executive and Manager editions)

Ideal for individuals who desire a customized approach to help them meet their goals as a leader. Includes access to CCL Compass™ which allows leaders to transition immediately from reviewing insights to making positive changes in the areas most relevant. The 360 assessment and debrief session can be a one-time service or can be coupled with executive coaching for maximum impact (3-6 months).

Testimonials

"Child and Family Service would like to extend our sincere mahalo to Kalaukia Enterprises. CFS wanted to learn more about our retention data and analysis and how we compared to other community-based organizations nationwide. Claudia did extensive research for us and compiled our data in a comparison way. In addition, she worked with our senior leadership team over the course of 2 days on developing strategies for retention at our organization. Claudia did an invaluable job at CFS. Her adaptability, likeability and style made us feel like she was one of our staff! We highly recommend her and her organization!" **Amanda P., Chief Program Officer**

"To ascend to (and keep) a position in senior leadership you have to continually show value by building strong teams and getting things done. I was fortunate to engage Claudia in key Director roles in process improvement and standardization for an \$8 billion company. Her ability to apply and teach core leadership and process skills engaged our staff and customers driving our success. Whether you need individual coaching, team development or training for a large organization, Claudia will make it happen and put you on the road to getting things done." **Brian H., Regional CFO/Vice President, Revenue Cycle (retired)**

"Claudia is a fantastic instructor! Gave great out-of-the-box ways to pique our interest and keep us engaged. Her discussion on business matters tie in nicely with her background in health care and EQ. Will highly recommend!" **Participant feedback from August 2024 Hawaii Employers Council session "Creating Change that Sticks"**

"Claudia has the unique ability to solve enterprise-wide challenges in an extensive health care system while leading a diverse team of individuals to deliver innovative programs and content. Her ability to synthesize complex problems into manageable blocks is unparalleled. In addition, Claudia is a delight to work with, leaving those who encounter her better for the experience." **Anette S., SVP of Community Engagement & DEIB**

"Claudia's uplifting, dynamic communication style paired with her deep experience resonate with Hawaii's leadership mixed plate. Her insight elevates leaders at all levels toward their optimal potential and through organizational change with knowledge, grace and solid results." **Beth-Ann K., Vice President**

Testimonials

"Claudia is an inspiring leader unique in her ability to navigate results driven change, from the individual to the organizational level. Combining decades of experience with keen observation and innate intuition, she is able to fully engage both heart and mind to accept and grow through change. An articulate leader with the utmost integrity who creates trust so harmonious with personal and organizational culture that even the most difficult transformation is well received." **Kevin K., MD, Physician Leader, Child & Adolescent Psychiatrist**

"Claudia is a person with the highest integrity. She inspired our team to better, bigger, and higher achievements through collaboration, confidence in our ability, humility, and fun! She brings people together; they WANT to follow her to see where she will lead them. Claudia is discreet, creative, knowledgeable and genuinely desires the betterment of people around her. She is frank when the situation calls for it but tempers the feedback with compassion and grace." **Lori C., Senior Talent Development Consultant**

"Claudia is a multiplier of people. She will meet the individual and organization where they are, accelerating their potential and stretching them beyond their perceived ceiling." **Mary S., Director of Patient and Family Engagement**

"I had the great privilege of working with Claudia where I witnessed her exceptional leadership skills in driving key results while keeping stakeholder engagement high. Her innate ability to connect and inspire people exemplifies Claudia's trait as a passionate leader. With her profound understanding of people, organizational culture, diversity and change management, she was able to affect change within our service line where we worked together but also at the enterprise level. Whether you are a novice or an experienced leader, Claudia can help transform those skills to the next level. I feel blessed and grateful to know Claudia; as a leader, I am truly inspired."
Ernell D., RN, Chief Nurse Executive