



GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDÁT ESPETÁT MIMURIÁT GUÅHAN

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GMHA Leadership Delivers Results-Driven FY2027 Budget Presentation

Tamuning, Guam — The Guam Memorial Hospital Authority (GMHA) administration delivered a data-driven presentation before the Guam Legislature today during its Fiscal Year 2027 budget hearing at the Guam Congress Building in Hagåtña, outlining measurable progress and a clear plan to strengthen hospital operations and patient care.

“This is a stronger leadership team: prepared, aligned, and focused on measurable results,” said Interim Hospital Administrator and CEO Joleen Aguon, M.D. “We are not here to repeat the same problems, we are here to show progress and be accountable for what comes next.”

The presentation, “From Crisis Response to Accountable Transformation”, emphasized a shift from crisis response to structured, measurable management, while acknowledging that challenges remain.

Real Progress You Can See

GMHA highlighted measurable improvements that show stronger financial discipline and operational control:

- \$5.4 million (6%) under budget — managing spending more carefully while maintaining services
- \$60.5 million collected (up from \$51.5 million) — more funding returning to support care
- 41% collection rate (up from 34%) — improved billing and payment processes
- 10% reduction in on-call pay and overtime trending down — better workforce management
- 46 capital improvement projects completed, 41 ongoing, 8 starting soon — a \$97.5 million investment in hospital infrastructure

“These numbers matter because they show discipline before the ask,” Aguon said.

What This Means for Patients and Families

GMHA emphasized that operational improvements directly affect patient care:

- More reliable services — fewer disruptions as infrastructure and systems are repaired
- Shorter delays — better coordination from admission to discharge
- Stronger support for staff — improved staffing management reduces burnout
- More stable environment — better finances supports supplies, equipment, and operations



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“The patient may never hear the words ‘revenue cycle,’” Aguon said. “But the patient feels the impact through wait times, delays, and reliability of care.”

Fixing Where the Money Gets Stuck

A key focus of the presentation was improving billing and collections, described as the hospital’s “cash register”:

- 207 days in accounts receivable (target: 45 days) — payments are taking too long
- 18 days discharged-not-final-billed (target: 4 days) — delays in completing bills
- 16 days unfiled claims (target: 5 days) — claims not submitted quickly enough
- \$390 million in total accounts receivable — revenue still waiting to be collected

“If the revenue system stays broken, any leadership team will be pulled back into the same crisis cycle,” Aguon said. “That is what we are changing.”

Strengthening Support Services to Protect Patient Care

GMHA also addressed plans to outsource certain non-clinical support services, including dietary, housekeeping, and security. These services represent about 5% of the total budget combined, with dietary and housekeeping at about 2%, respectively, and security at about 1% but they are also consistently hard to staff, with ongoing vacancies despite GMHA’s active recruitment efforts to fill these positions.

Across many hospitals in the U.S., these services are commonly managed by specialized private partners. For GMHA, outsourcing is intended to:

- Improve efficiency and service quality
- Reduce long-term costs tied to benefits and operations
- Allow the hospital to focus more resources on direct patient care and clinical services

GMHA emphasized that the FY2027 budget does not include layoffs or reductions in positions, with the goal of maintaining its workforce. GMHA is negotiating with vendors to:

- Provide employees a right of first refusal to keep their jobs
- Offer competitive compensation and benefits packages

In addition, the hospital is working to support employees identified for these areas through:

- Retraining and redeployment within GMHA



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- Absorption into other similar roles where possible
- Natural attrition, such as retirement or voluntary separation
- Transfers within GovGuam

“This is not about reducing our workforce,” Aguon said. “It is about improving how these services operate so we can better support patient care.”

A Bridge with a Plan

GMHA’s FY2027 budget request totals \$212.1 million — \$1.5 million less than last year. The hospital identified a \$36.3 million funding gap, which leadership described clearly:

“The gap is real. It is bounded, and it has a plan around it,” Aguon said. “This includes improvements in collections, targeted outsourcing, and modernization efforts such as updated IT systems, workforce management tools, and financial controls. If executed successfully, these efforts could reduce the gap by nearly half.”

A New Standard of Accountability

GMHA committed to a clear accountability structure moving forward:

- Quarterly public transformation reports
- Tracking of financial, staffing, and patient care metrics
- Oversight of 95 active capital projects
- Performance-based outsourcing and operational improvements

“You approve the bridge. We execute the plan. We report the results, and you hold us accountable,” Aguon said.

GMHA closed with a clear message: the goal is not just to maintain operations, but to build a hospital the community can rely on.

“Guam does not just need GMHA to survive,” Aguon said. “Guam needs GMHA to become reliable.”

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