

October 16, 2013 Meeting Number 14: 2013-2014

PRESIDING: CEDRIC MITSUI **LED PLEDGE: STEVE BADER INSPIRATION: KYLE KAWANO**

"THE BEST WAY TO MAKE YOUR DREAMS COME TRUE

IS TO WAKE UP." - PAUL VALERY

4-WAY TEST: ROY TAKEMOTO

SPEAKERS: HOWARD AINSLEY, CEO

GUESTS: LEE HONORE-MEANS, RC OF MCMINNVILLE ARABEL CAMBLOR, RC OF SOUTH HILO HALLIE ADOLF, GUEST OF MIYUKI LEE

KELLIE & CHLOE YAGI, GUESTS OF CEDRIC MITSUI CASEY SHINSHIRO, GUEST OF CEDRIC MITSUI

PHOTOS: CEDRIC MITSUI

WEDDING ANNIVERSARIES: SANDRA WAGNER-WRIGHT-

BIRTHDAYS: JULIE HUGO- 10/11

CLUB ANNIVERSARIES: DAVID DELUZ JR- 10/16-SPONSOR ART TANIGUCHI

MIKE GLEASON- 10/16- SPONSOR JULIE HUGO

MAHALO

KYLE KAWANO FOR \$75 GIFT CERTIFICATE FROM THE SEASIDE RESTAURANT. WON BY FRED YAMASHIRO.

WORDS OF WISDOM

"THE BEST CAREER ADVICE TO GIVE THE YOUNG IS, FIND OUT WHAT YOU LIKE DOING BEST & GET SOMEONE ELSE TO PAY FOR DOING IT.

KATHERINE WHILEHAEN



HAWAII HEALTH SYSTEMS CORP.





East Hawaii Region of HHSC Update

Howard is the Regional CEO for the East Hawaii Region of the Hawaii Health Systems Corporation (HHSC), which includes Hilo Medical Center, Hale Ho'ola Hamakua, Ka'u Hospital, & the Yukio Okutsu State Veterans Home, serving in this capacity since 2008. He is responsible for the executive leadership & management for the region to include planning, quality health care, fiscal management, compliance & regulation, advocacy, & promotion of the hospital.

Mission: Improving our community's health through exceptional & compassionate care.

Vision: To create a health care system that provides patient centered, culturally competent, cost effective care with exceptional outcomes & superior patient satisfaction. We will achieve success by pursuing a leadership role in partnership with community health care organizations & providers.

MOODY'S: Hospital Costs Grew Faster Than Revenue

- Expenses grew faster than revenue at not-for-profit hospitals in FY12, according to Moody's Investors Services.
- Not-for-profit hospitals' 5.2 percent revenue growth in the past fiscal year was eclipsed by a 5.5 percent increase in expenses, in a report released August 23.
- The FY13 outlook was "weak", according to Moody's latest assessment, because most hospitals continue to operate in a largely fee-for-service with no expected increase in the volume of admissions.
- Further negative impacts on the hospital's financial health include cuts required by federal sequestration & Affordable Care Act cuts to the Medicare disproportionate share hospital program.
- "We expect the transition to a Value-based reimbursement system will be highly disruptive for most hospitals."





PRESIDENT'S ANNOUNCEMENTS

October 17– **Oktoberfest After Action Meeting**, 5 pm at The Palms **Club Assembly/Mini Vocational Classification Talks**– October 23

October 24- World Polio Day

Rotaract End Polio Fundraiser– October 24 & 25 at UH Hilo Campus Center, 10 am-1 pm.

East Hawaii Polio Plus Day—Saturday, October 26—James Leonard. Polio Plus Walk—Saturday, October 26 in conjunction with YWCA's Walk a Mile in Her Shoes Walk. Please sign up & let James Leonard know if you will be participating.

RCHB 1st Annual Polio Plus Golf Tournament– Volcano Golf Course, 12:30 pm tee times, contact me for applications.

District Training- November 2, 2013 at Hilo Hospice Wailuku Drive lower conference room. Membership & Foundation at 9 am- 12 pm. Lunch to follow at 12-1 pm. Qualification Seminar at 1-3 pm.

Conversational Partners-November 21, 12:30 pm at HCC.

UH Hilo International Students Thanksgiving Lunch– November 28 at YWCA with Y's Men's Club.

Hospice Light Up A Life- December 15, 2013 at 10 am– 8 pm, meet inside the Macy's Women's section.

District Conference- May 2-4, 2014 at Turtle Bay Resort

RI Convention- June 1-4, 2014 in Sydney, Australia

ANNOUNCEMENTS BY OTHERS

James Leonard- Please sign up for YWCA's Walk a Mile in Her Shoes event. International Men's March to stop rape, sexual assault, and gender violence.

Sharon Scheele- Please see Sharon for tickets for the Jazz and Blues Festival, October 27 from 2-6:30 pm at Nani Mau Gardens. Tickets are \$50 and will be accepting cash or check.

Ken Goodenow- Thank you for filling out and returning your Oktoberfest surveys. There's going to be an Oktoberfest After-Action meeting tomorrow at The Palms, 5 pm.

Roy Takemoto- In October we will be collecting healthy candy for Hale Aloha Shelter for Women & Children on at the GMs on October 23 and 30. In November, we may be collecting items for Operation Christmas Child. In December we will collect clothing to donate to Goodwill.

Ruth Kupcha- Waiakea Elementary Keiki Volunteers. Please see me if you want to sign up, **we need volunteers!**

Rotarians and Guests



Hallie Adolf, St. Joseph High School's Interact Co-Chair and guest of Miyuki Lee.



Lee Honore-Means of the Rotary Club of McMinnville, Oregon.



Arabel Camblor of the Rotary Club of South Hilo, sitting next to Mary Begier.



Kellie and Chloe Yagi and Casey Shinshiro, guests of Cedric Mitsui.





Happy birthday, Julie!









RCCHC member Kellie Yagi was awarded the Vocational Above & Beyond Award, for her work on the RCHB Baywatch.

Kellie Yagi is a 2008 summa cum laude graduate of Hilo High School. She was active in Key Club and played high school basketball and golf.

She currently attends the University of Hawaii at Hilo, majoring in Linguistics with a certificate in Educational Studies and plans to graduate with honors this December. She recently passed her PRAXIS exam and plans to pursue a master's degree in Elementary Education in the fall of 2014.

Kellie is involved in several community service organizations. She is the Vice President and Newsletter Editor for the Rotary Community Corps of Hilo Bay. She is also the Newsletter Editor for the Mauna Kea Lions Club.

Aside from studying, Kellie works at Big Island Vision Center as the Community Service Outreach Coordinator.









\$10– Kellie Yagi– Happy for passing the PRAXIS exam.



\$7– Ruth Kupcha– Happy for the good time she had at the Ironman Triathlon with Kris and Paulla Speegle, She says it's the most inspirational thing she's ever done.



\$3- David DeLuz Jr.- Happy for Barbara Hastings for being recognized on Hawaii Public Radio.



\$5- Sharon Scheele- She met a woman while showing rental homes, that she actually met 2 years ago at HCC while the woman was practicing English with the Rotary Club of Hilo Bay as conversation partners.



\$5- Steve Bader- Just came back from a music tour in Seattle with Brother Noland. Also grateful to Sharon and Ruth for helping sell tickets for the 1st Annual Jazz and Blues Festival.



\$3- Tom Witthans- Happy because he just came back from a family trip to Maui, which was Sol's first time. Also happy because Sol came in 1st during a Cross Country BIIF meet.





JoPro World Ironman Triathaton

OCTOBER 12, 2013



Kris and Paulla Speegle with their team buddy from Hilo right before the first cyclist arrives.



Rotary and other Volunteers lined up on the road to cheer on the first cyclist near the turnaround station!



An inspiration . . . A beautiful female athlete at the 60 mile mark.



When this athlete rode by, Paulla and Ruth noticed her freshly painted pink to enails - she inspired them in many ways.



This happy athlete is celebrating her birthday, her new marriage ceremony in Hawaii and her fifth and final Ironman competition!



An amazing athlete who pulled her very disabled friend along for the ride- talk about embodying the spirit of the Ironman!

As a Rotarian, I will

Rolary Code of Conduct,

- 1. Exemplify the core value of integrity in all behaviors & activities
- 2. Use my vocational experience & talents to serve in Rotary
- 3. Conduct all of my personal, business, & professional affairs ethically, encouraging & fostering high ethical standards as an example to others
- 4. Be fair in all dealings with others & treat them with the respect due to them as fellow human beings
- 5. Promote recognition & respect for all occupations which are useful to society
- 6. Offer my vocational talents: to provide opportunities for young people, to work for the relief of the special needs of others, & to improve the quality of life in my community
- 7. Honor the trust that Rotary & fellow Rotarians provide & not do anything that will bring disfavor or reflect adversely on Rotary or fellow Rotarians
- 8. Not seek from a fellow Rotarian a privilege or advantage not normally accorded others in a business or professional relationship

Upcoming Speakers

October 23– Short Club Assembly/Vocational Mini Classification Talks/Fellowship

October 30– Lorraine Davis, Vocational Service Chair

November 6– Sandra Wagner-Wright, Foundation Co-Chair





Presidents Message

Congratulations to CS Chair/Oktoberfest Chair Ken & his Oktoberfest Committee! Outstanding job! Aunty Sally's Beerhaus was filled with great food, flowing refreshments, & tons of fellowship. Spoke to many non-Rotarians & they are looking forward to next year!

October is Vocational Service Month. Vocational Service Chair Lorraine Davis has been working hard this year scheduling the Club's New Vocational Pau Hana Socials.

Lorraine will be speaking at our October 30 General Membership Meeting about some new vocational projects like:

She will be trying to get a 4-Way Test contest at St. Joseph or UH Hilo

An employee recognition – Vocational Above & Beyond Award

Encourage career mentoring & job shadowing

Developing long term community partnerships

Keiki Vision is wrapping up! Please sign up for the next Keiki Vision at Waiakea Elementary on October 24!

Hope that everyone has a safe Halloween!

Engage Rotary & Change Lives!

15 VOLUNTEERS NEEDED!

Wajakea Elementary Keiki Vision

Thursday, October 24, 2013

Please sign up at the next GM or contact Ruth Kupcha at 808-44-6772 or bkupcha@aol.com

East Hawaii Polio Plus Project

Walk a Mile in Her Shoes

Saturday, October 26, 2013

Sign up at the next GM or contact James Leonard at leonard4rotary@gmail.com







October is Rotary Vocational Service Month

Vocational Service focuses on:

- Adhering to & promoting the highest ethical standards in all occupations
- ▼ Recognizing the value of all useful occupations, not just those that are pursued by Rotarians
- Contributing one's vocational talents to meeting the needs of the community.

During October, Rotary clubs are encouraged to focus on this important avenue of Rotary service. Consider dedicating at least one meeting to discussing Vocational Service & plan a project or other activity to carry out through the year. Following are some suggested activities for clubs to consider:

- ▼ Devote the first meeting in October to examining Vocational Service, including <u>The Four-Way Test</u> & <u>Rotary Code of Conduct</u>. After expanding members' awareness, solicit their input in planning projects for the remainder of the year.
- Introduce a "classification talk" series in which each member gives a five-minute talk on his or her vocation. These presentations give members the chance to learn the inner workings of jobs other than their own, including the various problems that arise & the solutions used to address them.
- Present a vocational award to someone in the community who has exemplified outstanding professional achievement & high ethical standards. Promote the presentation in the community, & consider making it an annual event each October.
- ▶ Help young people prepare for their careers by sponsoring a character building project, career day, job shadowing day, or mentorship program.
- ▶ Support professional development in the community by sponsoring a professional networking event or workshop, or start a career counseling program to help unemployed or underemployed adults compete in the job market.
- Have club members volunteer their vocational skills on a community or international service project. Many volunteer opportunities can be found on ProjectLINK, an online database that allows Rotary clubs to publicize projects in need of assistance.

For more ideas, consult <u>An Introduction to Vocational Service (255-EN)</u> or visit <u>www.rotary.org</u>. If you have questions or success stories to share, contact RI staff at rotary.service@rotary.org.





CALENDAR OF EVENTS- SAVE THE DATE!

October 17, 2013-RC Hilo Bay Board Meeting, Coqui's Hideaway at 7 am. ALL MEMBERS WELCOME!

October 24, 2013- Waiakea Elementary Keiki Vision, 8:00 am. WE STILL NEED 16 VOLUNTEERS! PLEASE CONTACT RUTH KUPCHA.

October 24- World Polio Day

October 24– East Hawaii President & President Elect Meeting, 12:00-1:00 pm at BIVC

October 24-25, 2013– UH Hilo Rotaract End Polio Fundraiser, UH Hilo Campus Center 10 am- 1 pm

October 26, 2013 – District 5000 Polio Plus Day/Walk a Mile in Her Shoes Walk, 8:00-11:00 am at YWCA

October 26, 2013– RC Hilo Bay Polio Plus Golf Tournament, Volcano CC at 12:30 pm

Upcoming Events:

November 14, 2013– Board Meeting, Coqui's Hideaway at 7 am

November 21, 2013– Conversational Partners– Hawaii Community College at 12:30 pm

December 12, 2013–Board Meeting, Coqui's Hideaway at 7 am

December 15- Hospice Light Up A Life, 10 am-8 pm inside Macy's Women's section

Other Clubs:

October 24, 2013-RC of Hilo Chili/Dessert Cook-Off

November 13, 2013– Pau Hana Social at Palms by the Bay at 5 pm

December 11, 2013– Pau Hana Social at Palms by the Bay at 5 pm

November 2, 2013
Hilo Hospice Wailuku Drive
Lower Conference Room

9 am– 12 pm Membership & Foundation Seminar

12-1 pm Lunch

1–3 pm Qualification Seminar

Please sign up at GM or email Cedric at doc_mitsui@yahoo.com

District Conference

May 2-4, 2013



Turtle Bay Resort
All members welcome!





October 10, 2013

Present: Cedric Mitsui, Fred Yamashiro, Sandy Sakaguchi, Kenneth Goodenow, Kris Speegle, Sharon Scheele, Dale Tokuuke, Tomo Saito, Roy Takemoto.

Proxy votes assigned to Pres. Cedric: Paula Uusitalo, Sandra Wagner-Wright, Kyle Kawano

Call to Order: The meeting was called to order by Cedric at 7:03am at Coqui's Hideaway.

Approval of Prior Meeting Minutes: Minutes of the September 2013 board meeting were approved as corrected.

Motion by Fred; Second by Roy.

Treasurer's Report:

Copies of the September 2013 financial statements were distributed to board members. Dale moved to accept the September financial report; Second by Roy. Motion was approved. A full report will be provided later, but at this point it appears that Oktoberfest might have been slightly more profitable than last year. Fred reported an estimated 250 attended.

Service Directors

- 1. <u>Club Service</u>. Kenneth asked members to submit the Oktoberfest survey; the committee will be reviewing comments & suggestions at the after-action meeting. Motion by Fred; Second by Kenneth to use proceeds from Oktoberfest to host pupus (no drinks) for the after-action meeting, up to \$200. Motion carried, with one Nay vote. Cedric reported that the food leftover from Oktoberfest was donated to Under His Wings Ministry which feeds the homeless. Water & juice were donated to Rotaract for use at their car wash. Recommendation was made that next year the Club should minimize other activities during August & September to focus attention on planning for Oktoberfest. Cedric will share this recommendation with Pres-Elect Barbara.
- 2. Community Service. Keiki Vision scheduled at Waiakea Elem on Oct 24 for 160 students; more volunteers needed.
- 3. <u>Vocational Service</u>. Launched Employee Recognition Program "Above & Beyond" at club meetings in October, which is Rotary Vocational Service month. November Pau Hana will be at the YWCA on Nov 21st. Considering establishment of a "Quiet Heroes" recognition to honor a non-Rotarian.
- 4. <u>International Service</u>. The conversational partners session with the HawaiiCC International students is scheduled for Thursday Nov 21st at 12:30pm. 7 Rotarians are needed. Cedric reported that RCHB will be co-sponsoring the Hilo Y's Men & Women's annual Thanksgiving luncheon for international students at UHH. Motion by Sandy; Second by Kenneth to donate \$100 in support of the luncheon. Motion approved.
- 5. <u>Youth Services.</u> Kris reported that the final approval for the Interact club has been received. All projects are going well. 17 members of Rotaract assisted at Oktoberfest. Exchange student Sol handled the photo booth. Cedric reported that Sol's attendance at the Interact Conference & the District Conference are optional, not mandatory.

Committee reports:

- 1. Membership. Sharon reported the current membership is 52.
- 2. Newsletter. Cedric asked members to let Kellie know if you are not receiving the newsletter. Looking for a Rotarian to handle the newsletter.
- 3. Attendance . Kyle's report showed 85% attendance (including make-ups) last month. Sharon shared a membership committee concern about people who are not paying missed meeting fines. We need to follow the bylaws & need to treat all members the same. Fred will ask Kyle to attend the next Board meeting for further discussion about the issue.
- 4. $\underline{\text{Fundraising}}$ Fred reported that \$650 in merchandise was sold at Oktoberfest.
- 5. <u>Programs</u>. Cedric reported that the club had to rent additional sound equipment for Oktoberfest, so Steve is looking into possibility of purchasing additional microphones.
- 6. Recycling Committee. Roy is looking at the possibility of donating Halloween candy (or something else?) for children at the Aloha Shelter.
- 7. Rotary Community Corps of Hilo Bay. Assisted at Oktoberfest.

Unfinished Business

No reports

New Business

1. <u>Leave of absence</u>. Motion by Kenneth; second by Fred to approve M.G.'s request for a 6-month leave of absence pending his payment of the first half of this year's dues. Motion approved. Cedric will followup with M.G. on the dates of his requested leave.

Adjournment: The meeting adjourned at 8:00am.



Hawaii Island Veterans

presents

Annual East Haw Jazz and Blues Festiv



OCTOBER 27, SUNDAY

2:00 - 6:30 PM





Featuring Na Hoku-nominated Artists Kahulanui & Keahi Conjugacion Plus Elena Welch, LouAnn Gurney

and others to be announced

Includes pupus, Wine, & beer \$50 advance \$60 at the door

Basically Books, Kuhio Grill, Volcano Art Center & Kamuela Liquor Store Tax deductable tickets available at East Hawaii Cultural Center,

For info call Bob Williams 964-5764 or bobwilliams63@msn.com Proceeds benefit Hawaii Island Veterans' building fund. Collins Tomei 935-3952 or collins.tomei@territorialsavings.net

credit cards also accepted here

HAWAII ISLAND VETERANS

purpose dining and event facility, and a combined Veterans' center and medical clinic. This planned project is intended to meet the needs of Veterans includes 100 units of independent living, a multicomplex on its fully-entitled site on Kawili Street HIVM is an all-volunteer Veterans' non-profit below the University of Hawaii at Hilo. The and their families at a one-stop location. It project enjoys the support of business, the corporation preparing to build a Veterans' community, and all levels of government.

services and include a state-of-the-art out patient clinic to replace the existing clinic now located on provide a one-stop shop for a variety of Veterans center will provide for the efficient delivery of VA eligible to apply for the affordable housing units. The multi-purpose facility will include office Veterans and community groups. The Veterans Waianuenue St. across from the Hilo Hospital. Qualified Veterans and senior citizens will be certified kitchen and will be available for both space, a banquet room and a fully equipped The combined VA Center/medical clinic will

HIVM, Inc. is a 501(c)3 organization staffed by veterans with diverse backgrounds and skills. participating Big Island Veterans and non-

Mahalo for supporting Hawaii Island Veterans Memorial, Inc.

HAWAII ISLAND VETERANS MEMORIAL INC.

BOARD MEMBERS

BOARD CHAIR BOB WILLIAMS, LT. COL, US ARMY RET. VICE CHAIR

DENISE NAKANISHI, MAJOR, US ARMY, RET.

TREASURER

UNITED TO BUILD AND SERVE

COLLINS TOME!

JAY KELLEY, US NAVY VET SECRETARY

STEVE BADER, EX-OFFICIO ANDREW IWASHITA

DEBRA LEWIS, COL, US ARMY, RET. CHARLENE HART

DENNY AUSTEN, FOUNDER EMERITUS HARVEY TAJIRI, HAWAII ARMY NG KEN FUJIMOTO, US ARMY VET GIL SILVA, US NAVY VET

MABEL DESILVA

REX WEIGEL, US MARINE CORPS VET STAN TAKABA, HAWAII ARMY NG RICK KOBAYASHI

CONTACT INFORMATION

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COLLINS.TOMEI@TERRITORIAL SAVINGS.NET COLLINS TOMEI - PHONE - 935-3952

HAWAII ISLAND VETERANS MEMORIAL INC. PO Box 5238 HILO, HAWAII

IMPORTANT DEADLINES

- 15 December 2013 Early registration deadline
- 31 March 2014 Preregistration deadline
- 30 April 2014 Registration/ticket cancellation deadline
- 2 May 2014 Official housing deadline
- 3 June 2014 Online registration closes

TRAVEL TIPS

As travelers to Australia, US and Canadian citizens will **need a Tourist Visa**. Electronic Travel Visas (ETAs) may be purchased online. An ETA allows a visit of up to 3 months within a 12-month period. There are several sites from which to purchase an ETA. **Google Tourist Visa Australia**, pick a site, have your passport information handy - it is very easy and usually costs just \$10!





Rotary International www.riconvention.org +1-847-866-3495

ri.registration@rotary.org

Sydney Host Organization Committee

www.rotary2014.com.au hocevents@rotary2014.com.au travel@rotary2014.com.au

Experient

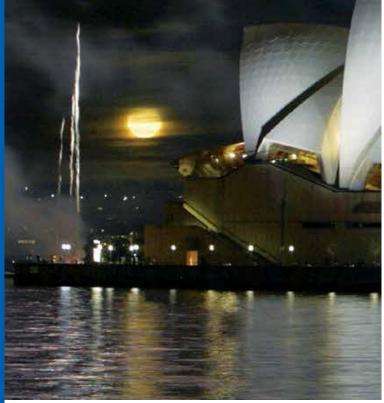
http://registration.experient-inc.com/showrot141/default.aspx

- 1-800-650-6913 (toll-free in North America)
- +1-847-996-5885

rotary@experient-inc.com

Tourism

Tourism Australia www.australia.com
Destination New South Wales www.visitnsw.com







Howard Ainsley cont.

TOP ISSUES IN HEALTH CARE 2013

Key Findings

- This year, the single most important issue facing these hospitals is changing the health care delivery system to be more effective & less costly. Unfortunately, this is also seen universally as very difficult to achieve.
- Related to this issue are the challenges of reimbursement from public programs—particularly Medicaid—which participants say pose the greatest challenge to hospitals today.
- Improving patient safety continues to be a key issue, but is one that is relatively easy to tackle in comparison to reimbursement & health care delivery effectiveness.

The Issues Facing HHSC

- Current Operating Financial Shortfall
- Declining government & third party payor reimbursements
- Unfunded collective bargaining mandates
- Aging facilities & increasing infrastructure/capital improvement costs
- Lack of resources (financial, intellectual, technological, etc.) to invest in efforts to keep up with Health Care
- Aging physician workforce
- Pending loss of cost-based reimbursement for CAH's

Hospitals of the Future (American Hospital Association)

- Must-Do Strategies to Succeed in the Future
 - Aligning hospitals, physicians, & other providers across the continuum
 - Utilizing evidence-based practices to improve quality & patient safety
 - Improving efficiency through productivity & financial management
 - Developing integrated information systems
 - Joining & growing integrated provider networks & care systems
 - Educating & engaging employees & physicians to create leaders
 - Strengthening finances to facilitate reinvestment & innovation
 - Partnering with prayers
 - Advancing through scenario-based strategic, financial, & operational planning
 - Seeking population health improvement through pursuit of the "triple aim"

Outpatient Clinics

◆ Hilo Medical Center operates a total of 10 Outpatient Clinics

that serve the East Hawaii population

- The outpatient clinics include the Cardiology, General Surgery (Hilo Surgical Associates), Orthopedic (Hilo Bone & Joint Clinic), Neurology, Otolaryngology (ENT), Pediatric, & Urology Clinics along with the Hawaii Island Family Health Center & Hawaii Pacific Oncology Center
- Aside from providing integral medical services to the community, these clinics act as a safety net for the underserved & uninsured residents of the region

Achievements

- ♥ Obtained funding for HHSC Primary Care Training Program
- ▶ Level III Trauma Center (459 activations, 2012 & 2013)
- ✔ HIMSS Analytics Stage 6
- ▼ 2012 Press Ganey Top Improver Award
- ✔ Initiation of Hawaii State TeleStroke Project
- ▼ Stroke & STEMI Activation Improvement Project
 - Chris Neal, MD- Neurointensivist
- Expanded Cardiovascular Unit
- ▼ Tobacco-free facility, May 2013
- ✔ Leader in Corporate-Wide Hand Hygiene Initiative

Significant Items

- Decline in cash position
- ✔ Increase in accounts receivable
- Increase in other post-employment benefit liability
- Increase in net patient service revenue
- ▼ Implementation of Meditech EMR system— receipt of incentives
- Operating loss
- General appropriations & capital appropriations
- Decrease in net assets

The Bottom Line

- Payment reform is happening
- ▼ Transition to P4Q will continue
- The economic & political pressures on the healthcare system are simply too strong to maintain status quo
- **₩** We Must:
 - Ensure that clinical coordination is the top priority
 - Engage payers in all aspects of planning
 - Inform & involve stakeholders