



Progress in Implementing Maui's Strategic Plan for  
Long-Term Care and Supportive Services

**"Leading Action for Change"**

**Strategically.....**

*"Getting our Hale (House) in Order"*

*"Organizing and Getting the Word Out"*

*"Educating and Training Today's Generations and Preparing Future Generations"*

*"Influencing Change"*

Maui Long Term Care Partnership  
Annual Report  
June 2005



**Tony Krieg**

## **A Message from the Core Leadership Team Chair**

Greetings,

I would like to recognize the hard work of the partners, especially those who represent health and human service agencies and citizens at-large as members of the Partnership's Core Leadership Team. Countless hours have been spent by these volunteers in the various regions of Maui who are working on a variety of initiatives. These include improving access to information about long term care services for Maui's citizens, modifying homes so that our disabled Kupuna in rural areas can stay longer in their own homes, and successful efforts in influencing public policy on how Medicaid dollars are allocated to support home- and community-based services to prevent premature institutionalization. Our partnership with Lahainaluna High School is supporting scores of young students who have become interested in the various career aspects of long term care.

The Partnership staff, led by Rita Barreras, is providing outstanding support for these efforts and we are grateful for their support and professional assistance.

For those of you who are not yet engaged in the Partnership, an integral part of a nationally recognized Community Partnership for Older Adults Program, funded by The Robert Wood Johnson Foundation, I cordially encourage you to contact members of the Core Leadership Team, project staff, or me to become involved. We are truly helping to shape the future of Maui's long term care system for the future on Maui. And the more citizens that become engaged, the richer the solutions will be to the challenge ahead due to the gigantic wave of frail seniors who are emerging in our community.

### **Aloha from the CORE LEADERSHIP TEAM**

Hale Makua (*Tony Krieg*), Hale Mahaolu (*Roy Katsuda, Kathy Louis*), Maui Economic Opportunity, Inc. (*Sandy Baz, Caesar Gaxiola*), Maui Adult Day Care Centers (*Sandy Freeman*), Hospice Maui (*Greg LaGoy*), Kaunoha Senior Center (*Sylvia Sakaki, Robin Tanaka*), Kula Hospital (*Anne Trygstad, John Schaumburg*), Care Home Operators Association (*Remaulda Ines*), Maui Memorial Medical Center (*Wes Lo*), Department of Health (*Dr. Lorrin Pang*), Maui County Office on Aging (*John Tomoso, Jo Reyes, Norma Circle*), Maui Community College Rural Development Project (*Barry Gay*), Central Maui (*Joan Yokoyama, Rick Medina, Harry Hasegawa*), East Maui (*Malia Henderson*), North Maui (*Jo Reyes*), South Maui (*Pat Rouse, Mary Plaunt*), Upcountry Maui (*Rosemary Robbins, Elliott Krash*), West Maui (*May Fujiwara, June Kaaihue*), Caregiver Representatives (*Carmen Pena, Keoki Sousa*)



**Rita Barreras**

## **A Message from the Project Director**

Aloha,

Mahalo to everyone who has been involved in the implementation of Maui's Strategic Plan for Long-Term Care and Supportive Services. There have been many dedicated people who have participated on eight committees and six regional planning groups. We are excited about the creative range of solutions that have emerged as people have gotten actively involved in long-term care discussions. It's been an exciting first year and we look forward to expanding ideas and programs during this second year of the implementation phase.

This Annual Report provides the reader with a snapshot of key accomplishments in support of the Partnership's four strategic goals. We want to thank the team of Co-Chairs and Regional Representatives who are contributing their time, talent, and personal commitment to work together in a collaborative manner to accomplish our objectives. It has been a pleasure working with the talented Partnership members and staff!

### **Aloha from PARTNERSHIP STAFF**

Rita Barreras, MUA, Project Director, Gerri Shapiro, MS Ed, Project Specialist, Ray Henderson, Planner/Organizer, Dot Gordon, Administrative Assistant, and Sheri Cohen, Administrative Assistant.



## **Background**

It was about two years ago when Mauians came together at the Sandalwood Golf Course and Restaurant, Nahele Room, in Waikapu to work together in a spirit of collaboration and set the direction for *Maui's Strategic Plan for Long-Term Care and Supportive Services*. As I reflect on that day, I remember the energy in the room during, and when people left the strategic planning session. We left with a feeling of hope and a dream of, by 2020, making our infrastructure and service system stronger for the frail, vulnerable elders and people with disabilities. In the summer months following the session, a team of volunteers worked on the details of the strategic plan that we would later submit to The Robert Wood Johnson Foundation to seek a grant to support our community for four years to help us implement the plan. The proposal was matched by our partners – Hale Mahaolu, Maui Foundation, Hale Makua, Honpa Hongwanji Mission of Hawaii, and substantial in-kind contributions.

We received the great news in February 2004 that Maui's Partnership was selected as one of only eight communities in the country for a \$750,000 grant award to continue its work. The partnership is an integral part of the Community Partnerships for Older Adults Program—a national program funded by the foundation.

## **Accomplishments and Financial Status**

This report provides information about the work that has been underway since we received funding to implement the strategic plan. The report also provides a summary of the financial contributions received from the foundation and other partners, expenses, and in-kind contributions. It is important to point out the in-kind contributions valued at \$281,020 in Year 1 of the implementation phase. This amount well exceeded the match required by the foundation and exemplifies the involvement of dedicated people on Maui who are working to solve a complex set of issues. See complete financial charts of revenue, expenditures, and in-kind contributions in this annual report.

**The Maui Long-Term Care Partnership is a collaboration of Maui public, private, government and non-profit agencies, the community at large, and state-level organizations, that is working together to implement a plan to address the long-term care needs of Maui citizens.**

**Key financial sponsors of the Maui Long Term Care Partnership since its inception include The Robert Wood Johnson Foundation, Hale Mahaolu, Hale Makua, Maui Foundation, Honpa Hongwanji Mission of Hawaii, Hawaii Community Foundation, County of Maui, and West Maui Community Voices Project.**

## MAUI LONG TERM CARE PARTNERSHIP “Leading Action for Change”

### Our Committees:

Core Leadership Team

Policy & Advocacy

Workforce Education

Referral & Services Coordination

Community Development

Marketing

Evaluation

Business Research & Development

Membership Services

Finance

### Our Regional Teams:

West Maui

South Maui

Central Maui

Upcountry Maui

North Maui

East Maui

**Our Vision:** Maui is a place where the spirit of *aloha* (love) and *ohana* (family) is the essence of our *kupuna* (elder) friendly isle.

**Our Mission** is to establish and sustain a comprehensive, coordinated home and community-based model of services for all that will foster quality of life and death with dignity.

#### Our Strategies and Goals:

##### **Strategy 1: “Getting our Hale (House) in Order”**

**Goal 1:** *Improve access to information about long-term care services (including residential and support services, education, training, and employment) and availability so that people can make informed choices.*

##### **Strategy 2: “Organizing and Getting the Word Out”**

**Goal 2:** *Increase awareness and knowledge at all levels of society about aging, long-term care and supportive services.*

##### **Strategy 3: “Educating and Training Today’s Generations and Preparing Future Generations”**

**Goal 3:** *Coordinate and improve a system of education and training to long-term care caregivers in both informal home-based and formal professional situations.*

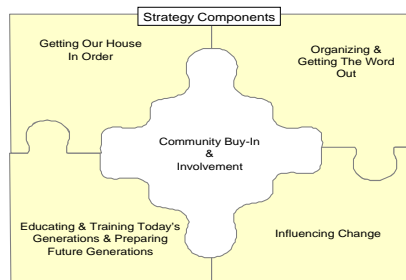
##### **Strategy 4: “Influencing Change”**

**Goal 4:** *Develop, implement, and sustain an organized long-term care infrastructure for Maui Island that matches the community’s needs and preferences.*

#### Our Planned Outcomes:

The strategic plan is the beginning of a long-range process. By the year 2020, the Partnership envisions that all the work activity that is carried out between 2004 and 2020 will reap the following key benefits for Mauians:

- The long-term care bed supply (institutional and residential alternatives) will meet Maui’s needs;
- The majority of older adults will live at home for as long as possible;
- There will be more families caring for their loved elder parents at home;
- There will be more long-term care and support services available in the community that is more affordable and accessible to older adults and their families;
- There will be an adequate workforce to meet care demands;
- There will be more people taking personal action to promote healthy aging and planning for long-term care;
- There will be an attitude that the payer of long-term care costs is a mix, including public and private funding, and personal responsibility for “saving for aging;” and
- There will be more training available and implemented regularly to maintain an adequate supply of skill sets to meet the demands for long-term care.



Designed by Ray Henderson

## **Key Year 1 Accomplishments Toward Four Long-Range Goals**

### **Goal 1**

Partnership Decision about Web-based system. The Partnership selected a web-based system to pilot test in Year 2: *Real Choices ACCESS*. A project specialist was hired to get the pilot project underway in Year 2.

Community Acceptance of *Real Choices ACCESS*. The Partnership held a teaching and learning session on the *Real Choices ACCESS* system with consumers and providers. Very favorable evaluation results were received.

In-kind Contributions Leveraged. Development work on the *Real Choices Access* system leveraged in-kind contributions in the amount of \$20,665.

### **Goal 2**

Received media exposure about long-term care and the Partnership's actions to get the word out about long-term care. The Partnership received front-page coverage in the Maui News about selection as an implementation grantee and progress with its work.

Produced products to assist with getting the word out about long-term care. Several videos created by the Partnership, on various long-term care subjects and forums were produced and aired via AKAKU Maui Community Television. These tools are available to the public and will be aired on a repeat basis.

Initiated communication tools to assist with getting the word out about long-term care. The Partnership produced Op Eds in the **Maui News** and **The Maui Weekly**, an article in **The Lahaina News**, dissemination of information about long-term care and "saving for aging" at community forums and fairs, including the Kula Community Association meetings, 2004 Maui County Senior Fair, January 2005 Kupuna Job Fair and Forum and regional planning group meetings.

Initiated and produced a Partnership web-site for public access. A draft web-site for the Partnership was developed for pilot testing and implementation in Year 2. The website - [www.maui.longtermcare.org](http://www.maui.longtermcare.org)-- was announced as available to the public at the Partnership's Annual Meeting on June 28, 2005. **Mahalo!** to Gerri Shapiro for creating the website!

### **Goal 3**

The Partnership began to inventory education and training activities occurring on Maui. The inventory is a first time effort that will allow the Partnership to institute a process for coordination of teaching curriculums in long-term care. The information about education and training opportunities for Mauians will be made available to the public via the *Real Choices ACCESS* system and the Partnership's website.

The Partnership through Lahainaluna High School demonstrated a long-term care curriculum. A Pilot Project was initiated by beginning a teaching and learning process between students, teachers, and providers. A curriculum was developed and students received classroom and on-site facility orientations about programs, services, facility operations, and consumer needs and challenges. Providers learned about the Health and Medical Careers Services Pathway Program, which now includes long-term care at Lahainaluna High School. The Partnership plans to expand the use of the curriculum to other high schools. Teachers and principals are enthused!

### **Goal 4**

The Partnership developed and implemented a process for monitoring long-term care legislation and took action to support bills that align with the Partnership's mission. The Partnership submitted letters and testimony in support of such bills. The Partnership will continue to develop and sustain a policy and advocacy process to help make Maui effective in its goal to improve our long-term care infrastructure.

The Partnership set two priorities for long-term care solutions: (1) workforce development in long-term care and (2) financing of the long-term care system. The Partnership is placing energy in these two areas with the goal of developing a policy and advocacy agenda for the Partnership, beginning in Year 2. A teaching and learning session will be held in Year 2 to raise awareness with policy makers in search of solutions.

The Partnership continues to provide support to the six regional planning groups to assist them in finding creative solutions at the community-based level. These accomplishments are described in a separate section of this Annual Report.

# Partnership Members

We extend a heart-felt *mahalo* to the following for their support of the Maui Long Term Care Partnership:

Active Now Wellness Center  
AARP  
AKAKU Maui Community Television  
AssistGuide  
Baldwin High School  
Care Home Operators Association  
Case Managers Coordination Program  
Catholic Charities  
Central Maui Regional Planning Group  
Community Clinic of Maui  
Department of Housing and Human Concerns  
East Maui Regional Planning Group  
Hale Hulu Mamo (Hana)  
Hale Mahaolu  
Hale Makua  
Hawaii Business Research Library  
Hana Community Partners  
Hawaii Community Foundation  
Hawaii State Executive Office on Aging  
Honpa Hongwanji Mission of Hawaii  
Hospice Maui  
Hui Malama Learning Center  
Joint Advocacy Council on Senior Affairs  
Kaiser Permanente  
Kalama Heights Retirement Community  
Kamehameha Schools  
Kapi'olani Community College  
Kaunoa Senior Center  
King Kekaulike High School  
Kula Community Association  
Kula Hospital  
Labor Alliance  
Lahaina community Voices Project  
Lahaina Intermediate School  
Lahainaluna High School  
Lahaina Restoration Foundation

Maka Hana Ka Ike  
Maui Legislators  
Maui Adult Day Care Centers  
Maui Chamber of Commerce  
Maui Community College  
Maui County Office on Aging  
Maui Economic Development Board  
Maui Economic Opportunity, Inc.  
Maui Foundation  
Maui High School  
Maui Memorial Medical Center  
Maui Senior Clubs  
Na Hoaloha—Maui Interfaith Volunteer Caregivers  
North Shore Maui Regional Planning Group  
Office of the Mayor, County of Maui  
Ohana Makame—Hana's Family Resource Center  
Planning & Coordination Council (P&C)  
Prudential Insurance Company  
Real Choices Access  
Roselani Place  
St. Anthony High School  
Seabury Hall  
South Maui Regional Planning Group  
State Department of Education  
State Department of Health  
State Department of Human Services  
U. H. Manoa Center on Aging  
U. H. School of Nursing  
Upcountry Maui Regional Planning Group  
West Maui Regional Planning Group  
West Maui Taxpayers Association  
Volunteers (other)

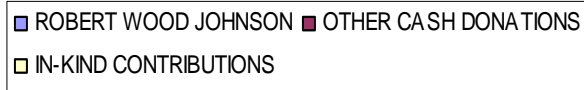
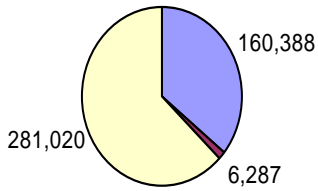
**MAHALO!**



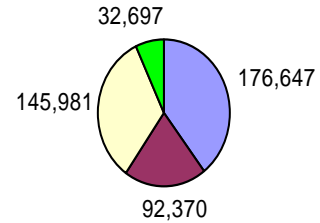
# Financial Report

February, 2004—January 2005

**YEAR 1 ACTUAL REVENUES**

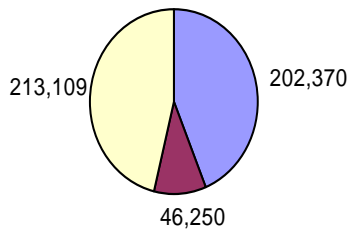


**YEAR 1 ACTUAL EXPENSES**

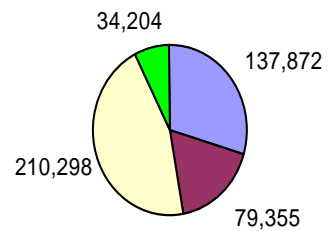


February, 2005—January 2006  
Budgeted

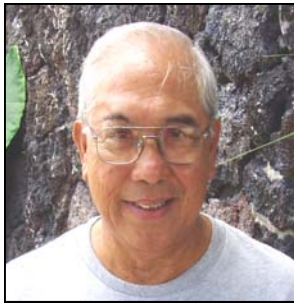
**YEAR 2 BUDGET REVENUES**



**YEAR 2 BUDGET EXPENSES**



# Our Regional Representatives and Team Members



Rick Medina, Central Maui



Malia Henderson, East Maui



Jo Reyes, North Maui



Patricia Rouse, South

**From the  
Ground Up!  
It all starts with  
community**



Rosemary Robbins, Upcountry Maui



May Fujiwara, West Maui

**Central Maui:** Joan Yokoyama (Core Leadership Team), Rick Medina (Regional Co-Chair and Core Leadership Team alternate), Harry Hasegawa (Regional Co-Chair), Patricia Duckworth, Frank Hamasaki, Sylvia Ho, Romaulda Ines, Grace Lee, Mercedes Neri, Carmen Pena, Sidney Piosalan, Pasita Pladera, Nancy Shimoda, Helen Tamashiro, John Tomoso

**East Maui:** Malia Henderson (Core Leadership Team), Jackie Kahula, Echo Kahula, Cecilia Kalalau, John Labbe, Pohaku Lee, Leimano Lee, Daisy Lind, Edwin Take Matsuda, Lorna Ogata, Valerie Park, Kuulei Pu, Louisa Pu, Essie Sinenci, Gladys Sinenci, Carolyn Smith, Alfred Victorine, Beverly Victorine, Kuulei Haina, Jan Rocca, Pablo Cortez, Bully Ho'opai, Ellen Okada, Lani Olivera, Masa Mataoka, Violet Mataoka, Andy Olivera, Jerry Sgiharius, Jackie Meadows, Helen Perry, La'a Respicio, Milton Kawa'aiea, Audrey Kawa'aiea, Rose Soon, Jean Mardfin, Jenny Chang, Goro, Masa Ototoka

**North Maui:** Jo Reyes (Core Leadership Team), Marie Carvalho, Celia Fraser, Dana Fraser, Mabel Lopes, Cyrilla Pascual, Felix Pascual

**South Maui:** Patricia Rouse (Core Leadership Team), Roz Baker, Connie Holmes, Linda Mau, Pat Palmer, Carmen Pena, Mary Plaunt, Judy Robeck, the late Vivienne Romanchak, Bert Schifferling, Sanni Tharp

**Upcountry Maui:** Rosemary Robbins (Core Leadership Team; Regional Co-Chair) and Elliott Krash (Core Leadership Team alternate; Regional Co-Chair)

**West Maui:** May Fujiwara (Core Leadership Team), June Kaaihue (Core Leadership Team alternate), Beth Alvin, Henry Ariyoshi, Roz Baker, Naomi Bleau, Johanna Bergman, Jane Cambouris, Joseph Chang, George Fujiwara, Ruth Hill, Joyce Ige, Jo Anne Johnson, Stuart Kahan, Karen Kondo, Eddie Mathias, Dennis Nakamura, Marsha Nakamura, Michael Nakano, Alberta Nobu, Marv Paularena, Michele Paularena, Malia Shimomura, Wendy Stebbins, Cary Valdez, Anita Yamafuji, Alyce Yoshino,

## **Key Year 1 Accomplishments in the Regions**

### **Central Maui**

A “*Saving for Aging*” tool kit was developed to reach the baby boomer and younger population cohorts in planning for their own personal aging. The tool kit includes a worksheet for estimating costs of different types of residential and service settings (based on 2003 dollars on Maui), a calculator, pen and technical assistance from the Partnership members and staff. The Partnership’s main number is advertised on the materials along with the “saving for aging” message. The Partnership previewed this tool kit at the November 29, 2003 Maui Senior Fair in Wailuku, Hawaii. Tabletop presentations were developed and exhibited that shared information about the Partnership and displayed photographs of partners at work, the costs of aging (2003 dollars) and other information. The tool has been implemented island-wide. The region is exploring a care home pilot project initiative in Year 2.

### **East Maui**

A community partnership was formed to design and implement a program to retrofit the homes of Kupuna to allow them to “age in place”. The partners involved include: Maka Hana Ka Ike (Hana School Building and Trades Program), which provided labor (students from Hana High School), supplies (construction materials, and guidance and knowledge); Hale Hulu Mamo (Hana Senior Center), which identified the Hana Kupuna in need of retrofitting their homes and scheduled the retrofit appointments; Ohana Makame, Inc. (Hana’s Family Resource Center), which furnished supplies, support and assistance to complete the projects; Hospice Maui, which provided raised toilet seats and bathroom tub support rails; other vendors that provided paint and construction materials; and the Partnership, which East Maui credits for providing the impetus to help the region get started and identify its priorities. The region will continue with this project and begin to explore its second priority - alternative residential homes. In-kind support in Year 1 equaled \$33,600.

### **North Maui**

A series of seminars about long-term care and caregiver recruitment was kicked off by this region on January 29, 2005 - “Kupuna Job Fair and Forum” - to address the shortage of volunteer and paid caregivers. Partners set up resource tables to share information with attendees about their services. The region raised about \$250 at the event through the sale of food and beverage items to help defray costs. The region is scheduled to host its next session on September 10, 2005, over Grandparents’ Day weekend. The region will work with schools to propose an “extra credit” model that encourages students to attend the forum and give reports about what they learned.

### **South Maui**

Full staffing for this region began in December 2004 to assist with moving forward on priorities. The region is providing a level of effort toward four priorities: 1) active aging 2) information options 3) prevention and 4) intervention. The region kicked off a “Two Left Feet” pilot project at Kalama Heights retirement community in Kihei. A senior newsletter was drafted for dissemination around the island. The regional team became organized and identified several groups in which to conduct presentations and get the word out about the Partnership and regional issues. The region will continue to implement activity in Year 2 in support of the four priorities.

### **Upcountry Maui**

Full staffing for this region began in March 2005. A core regional planning team has formed and recruiting for members was begun in Year 1. The team decided on an action plan in support of achieving their three goals (developing home-based, in-home services, information and education, and community-based facilities). The work they will do includes: 1) pursuing conversations in Kula about establishing senior housing 2) developing a long-term care flyer to disseminate in the Upcountry area and 3) identifying health professionals and doctors’ offices where information and resource materials can be disseminated.

### **West Maui**

A community partnership was formed in support of the Lahainaluna High School Career Shadowing and Internship Pilot Project. West Maui Community Voices Project donated \$250 to the Partnership to earmark for transportation costs of students. Holy Innocence Church donated \$1,000 to the high school to support transportation costs. Lahaina-Honolua Senior Citizens’ Club raised money and earmarked \$1,000 via Lahaina Restoration Foundation for a scholarship for a student at the high school’s Health Career Pathway Program that includes the Partnership’s long-term care curriculum project. Melford Lazarte was the recipient of the scholarship. Also, the senior club donated \$250 to Lahainaluna High School toward the purchase of scrubs for students enrolled in the Health and Medical Career Pathway Program. The region will continue to support the high school project. In Year 2, the region will work to increase volunteer caregivers for West Maui to address the shortage.

## **Key Year 1 Coalition Strategy Accomplishments**

### **Strategy 1: Getting our Hale (House) in Order**

- ◆ We became an organized coalition. The Core Leadership Team developed a set of Operating Principles to help guide our work and make decisions. A set of the principles are included in this Annual Report.
- ◆ We created a branding for the Partnership. The Marketing Committee designed a logo for use on stationary, envelopes, and other marketing materials.
- ◆ We organized an office for the Partnership. Thanks to Kaunoa Senior Center for the office space loaned to the Partnership. Project staff - especially Dot Gordon - has organized the office. Stop by and visit us at Kaunoa Senior Center, Room 107.
- ◆ Several of our partnering agencies and community groups have donated meeting space for committees and regional planning groups.
- ◆ We developed and implemented a detailed work plan that has guided the work of eight committees, six regional planning groups, and the Core Leadership Team.
- ◆ We achieved Year 1 program and financial expectations. We met program and financial reporting requirements of The Robert Wood Johnson Foundation.
- ◆ We initiated teaching and learning sessions for Co-Chairs of Committees as a way of increasing skills and knowledge in the areas of communications, evaluation, and resource development (sustainability of initiatives).

### **Strategy 2: Organizing and Getting the Word Out**

- ◆ We conducted presentations with several groups about the Partnership strategic plan, long-term care issues.
- ◆ We continued to market the Saving for Aging tool kit around the island.
- ◆ We continued to recruit new members for committees and regional planning groups.

### **Strategy 3: Educating and Training Today's Generations and Preparing "Future Generations"**

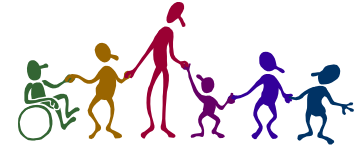
- ◆ We defined the elements of a multi-disciplinary long-term care system for Maui, creating a comprehensive review of long-term care at a community level.
- ◆ We engaged different disciplines in a community partnership to work together on long-range workforce development for Maui. The Lahainaluna High School Career Shadowing and Internship Program brought together teachers, principals, and providers to collaborate on the design of the long-term care career pilot project.

### **Strategy 4: "Influencing Change"**

- ◆ We influenced change in administrative rules at the state government level.
- ◆ We co-sponsored a Managed Care Conference in Wailea in October 2004 to learn more about the Programs for All-Inclusive Care for the Elderly (PACE) Program—an option to address the infrastructure issues on Maui.
- ◆ We sponsored a teaching and learning session for the community to learn more about long-term care programs, the issues, barriers to systems change. The recommendations from that session are under study by the Policy and Advocacy Committee.
- ◆ We engaged the Hawaii Business Research Library as a key partner who has agreed to archive the Partnerships materials.



*Honoring the Past  
Examining the Present  
Shaping the Future*



*Kahului, Maui, Hawaii, June 26, 2003.* Maui Long Term Care Partnership vision created: “Maui as a place where the spirit of *aloha* (love) and *ohana* (family) is the essence of our *kupuna* (elder) friendly isle.

The Partnership envisions an organized system of long-term care and support services that is a compassionate social model where people age and die with dignity through empowerment and choice. The members envision a system where the concerns and care of the elderly are a natural part of the social system and elders are treated with community concern for vulnerability just as we do our children. Partnership members want to see Maui preserve its spirit of *aloha* and *ohana*; a multi-generational system of family-based support with *kupuna* (elders) held in high esteem and love and caring is the way of life. They want to see the beautiful island of Maui keep elders alive and well in an environment in which people of all incomes do not have to worry about their care. This should be a philosophy of our national system, a right, and not a privilege, to health and long-term care.

The Partnership desires to have a long-term care workforce that is paid according to skill and that healthcare workers are paid at a higher rate. The Partnership believes it is important to educate and make our public more aware about the long-term care system (issues and challenges) and make it part of the formal education system. The Partnership wants a well-trained and educated workforce, a system where services provided are flexible, and the emphasis is on quality of life throughout life.

The Partnership’s *Vision* is that more home- and community-based programs are in place on the island to support elders and families. The Partnership wants to increase a wide range of affordable programs (home-based care) and intergenerational programs and offer volunteers incentives to support the workforce system. The Partnership believes education is a key to preparing the island’s youth for jobs and careers in the long-term care field through all levels of schooling.

The Partnership’s *Mission* is to “establish and sustain a comprehensive, coordinated home- and community-based model of services for all that will foster quality of life and death with dignity.”

**PHILOSOPHY AND VISION ADOPTED** by coalition members who participated at the Partnership’s June 26, 2003 strategic planning session. A strong theme that emerged at the session was that consumers want to be able to live at home for as long as possible and desire to receive care in the home when they need it.



## **Maui Long Term Care Partnership OPERATING GUIDELINES**

### **ARTICLE I**

#### **Name**

The name of the partnership is Maui Long Term Care Partnership (hereinafter referred to as Partnership), a collaboration of agencies, institutions, organizations, groups and individuals who will work together to develop, carry out, support and evaluate the Partnership.

#### **Location**

The principal office of the Partnership shall be located in Kahului, Maui, Hawaii. The territory served by the Partnership shall include the island of Maui and may include the islands of Molokai and Lanai.

#### **Legal Entity and Fiscal Agent**

Hale Makua, located at 472 Kaulana Street, Kahului, Maui, Hawaii shall serve as the fiscal agent for the Partnership. In this capacity, Hale Makua shall house and administer all Partnership funds from grants and other sources, as required to maintain its fiduciary responsibilities.

### **ARTICLE II**

#### **Mission and Goals**

The mission of the Partnership is to establish and sustain a comprehensive, coordinated home and community-based model of services for all that will foster quality of life and death with dignity.

The goals of the Partnership are to:

1. Improve access to information about long-term care services (including residential and support services, education, training, and employment) and availability so that people can make informed choices.
2. Increase awareness and knowledge at all levels of society about aging, long-term care and supportive services.
3. Provide education and training to long-term care caregivers in both informal home-based and formal professional situations.
4. Develop, implement, and sustain an organized long-term care infrastructure for Maui Island that matches the community's needs and preferences.

#### **Community Values**

The Partnership's vision and mission are guided by the community's values, as articulated by the participants of the Partnership's June 26, 2003 planning retreat, which reflect the diversity of the Hawaiian culture as noted below (English and Hawaiian terminology is reflected):

- Love, Caring, and Compassion (*Aloha*)
- Family and Community (*'Ohana*)
- Trust (*Hilina'i*)
- Doing what is right (*Pono*)
- Unity and Harmony (*Lokahi*)
- Responsibility, Self-Responsibility, Integrity, Commitment (*Kuleana*)
- Team building, working together (*Laulima*)

- Responsive leadership (*Alaka'i*)
- Relationship (*Pili*)
- Freedom (no translation)
- Choice (*Koho'ia*)

### ARTICLE III

#### Partners

The Partnership shall consist of various agencies, organizations and individuals representing caregivers, public sector providers and funders, private not-for-profit long-term care and/or supportive services, for-profit long-term care service providers, private sector funders, local government, corporations, and the media. There shall be no limit to the authorized number of partners. A listing of partners will be maintained by Partnership staff and made available to anyone interested.

The Partners:

1. promote the Partnership's mission.
2. articulate a community-based agenda for improvement in long-term care.
3. provide input, advice, and feedback to the Partnership and propose solutions.

Interested parties can become partners by contacting Partnership staff stating their interest, agreeing to support the Partnership mission, completing a partner information form, and signing a memorandum of agreement.

### ARTICLE IV

#### Governance Structure

The Partnership will be governed by a Core Leadership Team which will have the responsibility of providing leadership to the collective efforts of the partnership as it works to fulfill its mission. The Project Director is responsible for managing, coordinating, and supporting the day-to-day activities of the Partnership.

The Core Leadership Team will become effective on August 1, 2002 and remain the oversight body for the Partnership until such time as a new or revised governing plan is implemented by a two-thirds majority vote of the entire Core Leadership Team active at the time. The Core Leadership Team will govern business on behalf of the Partnership through principles of diversity, inclusiveness, and community values outlined in Article II.

The Core Leadership Team shall consist of 20 voting seats and 2 non-voting seats. The Core Leadership Team can invite non-voting members or persons to participate in meetings by consensus of the people present at a meeting, as desired. New seats can be created or eliminated by unanimous vote of the entire Core Leadership Team. Proxies shall be permitted. The Core Leadership Team consists of the following members:

Key agencies serving the elder community (frail elderly) – 9 seats with each agency designating their representative

Hale Makua  
 Hale Mahaolu  
 Maui Economic Opportunity, Inc.  
 Maui Adult Day Care Centers  
 Hospice Maui  
 Kaunoa Senior Center  
 Kula Hospital  
 Care Home Operators Association  
 Maui Memorial Medical Center

Government agencies serving the elder community – 4 seats with each agency designating their representative

Department of Health  
Maui County Office on Aging  
Maui Community College  
Rural Development Project

Regional – 6 seats with each region designating their representative

East Maui  
West Maui  
Central Maui  
Upcountry Maui  
North Maui  
South Maui

Frail elder consumers/caregivers – 1 seat. The Core Leadership Team shall invite interested community members to put forth their names for consideration for the frail elder consumer/caregiver seat. The Core Leadership Team will be decided on a two-thirds vote basis.

Non-voting members:

Office of the Mayor  
County Council

The officers of the Core Leadership Team are: Chair and Vice-Chair. The offices of Chair and Vice-Chair of the

*Proposed Change:*

The Vice-Chair position will be filled on a rotating basis from the regional representatives. Beginning on June 1, 2005, the first regional Vice-chair will be from East Maui. The rotation will be every three months, and the order of rotation will be alphabetical: Central Maui; East Maui; North Maui; South Maui; Upcountry Maui; and West Maui (that means that the next Vice-Chair will be from North Maui, etc. The Vice-chair stands in when the Chair is not available to perform the duties and functions of the Chair.

Core Leadership Team shall be elected annually from the members of the Core Leadership Team by a simple majority. The terms are not limited.

The Chair is responsible for leading the Core Leadership Team in fulfilling its responsibilities for the governance of the Partnership, shall preside at Core Leadership Team meetings, and present a report to the Partnership at the Annual Meeting. The Vice-Chair stands in when the Chair is not available to perform the duties and functions of the Chair.

The Core Leadership Team members participate in the formulation of policies to guide the operations of Partnership. They also serve on one or more Standing Committees or task forces or accept an assignment from the Chair of the Core Leadership Team to serve as an advisor in a particular area of expertise.

Members and officers of the Core Leadership Team will not receive compensation for the performance of their duties as members of the Core Leadership Team. Core Leadership Team members must acknowledge and declare any financial interest in any business entity dealing with Partnership and shall not participate, when such is necessary, in any vote taken in respect to such transactions or services. Core Leadership Team members must also abstain from any discussion or voting during Partnership meetings on matters that present a direct financial conflict of interest between Partnership and their organization.

As needed to advance the work of the partnership, the Project Director can confer with the Chair and members of the Core Leadership Team between regular meetings of the Core Leadership Team for advice and recommendations on issues requiring timely deliberations. When deemed necessary by the Chair, he/she may call an additional meeting of the Core Leadership Team or request a majority vote of the Core Leadership Team by e-mail or fax to ensure an expeditious response to time sensitive decisions.

## ARTICLE V

### Meetings

An Annual Meeting of the Partnership shall be held at a time and place designated by the Core Leadership Team to inform the partners on progress and receive input.

Standing Committees, task forces, and ad hoc committees will meet as needed to accomplish their objectives.

A meeting can be called by the Chair or Vice-Chair by notice in writing or by e-mail at least seven (7) days in advance of the meeting. A quorum shall consist of 50% of the voting seats of the Core Leadership Team. Decisions will require a motion, a second, and a two-thirds majority vote of the voting members present. In such case, a two-thirds vote will constitute a decision of the entire core leadership team. In the event of a time sensitive issue and a meeting with a quorum cannot be assembled, then 100% of the Core Leadership Team will be canvassed by mail, phone, or email. In such case, a two-thirds vote of the entire Core Leadership Team will constitute a decision.

## ARTICLE VI

### Parliamentary Procedures

The Core Leadership Team shall conduct its meetings in accordance with Parliamentary Procedures, which it shall also use to resolve any questions on matters of procedure that are not specifically addressed in these Guidelines.

## Mahalo!

Partnership members express **mahalo** to Hale Makua employees for serving as the lead agency and fiscal agent for the Partnership. We appreciate their efforts in meeting fiscal and grant requirements of our funders.

*Tony Krieg, Glenn Abe, Diana Hutchinson, Connie Miller, Carol McKenna, Donna Nascimento*

\* \* \* \* \*

**Mahalo** to the staff of the Maui Long Term Care Partnership for lending support to the committees, regional planning groups, and Core Leadership Team.

*Rita Barreras, Gerri Shapiro, Ray Henderson, Dot Gordon and Sheri Cohen*

## Our 2004 Committees and Members

### Policy and Advocacy

Jo Anne Johnson, Co-Chair  
Anne Trygstad, Co-Chair

Senator Roz Baker

Sandy Baz

Bill Bates

Former Rep. Brian Blundell

Bruce Fernandez

Pearl Higa

Dana Howeth

Nancy Johnson

Dr. Lorrin Pang

Mary Plaunt

Clyde Sakamoto

John Schaumburg

Bert Schifferling

John Tomoso

Rick Wiltse

Bob Zahl

### Workforce Education

Sandy Freeman, Chair

Kate Burrows

Charlotte Flavin

Malia Johnson

Kathy Louis

Debra Nakama

Kim Otani

Anna Ribucan

Janet Shimada

Keoki Sousa

Cary Valdez

Charlotte Fusato

### Business Research and Development

Barry Gay, Chair

Ruth Corn

Tony Krieg

Keoki Sousa

Anne Trygstad

### Referral and Services Coordination

Elliott Krash, Co-Chair

Jo Reyes, Co-Chair

Joan Yokoyama, Co-Chair

Herman Andaya

Charlotte Fusato

Pearl Higa

Scott Jensen

Tony Krieg

Mabel Lopes

Linda Mau

Gigi Olsten

Steve Perkins

Rosemary Robbins

Keoki Sousa

Norma Circle

Felix Pascual

Rick Wiltse

Greg LaGoy

### Education Task Force

Sandy Freeman, Chair

Tiffany Benton

Kate Burrows

Joyce Chun

Charlotte Fusato

Ruth Hill

Brooke Holderbaum

Nancy Johnson

Nalani Kaaa

Kathy Loui

Michael Nakano

Patricia Rickard

Rosemary Robbins

Susan Scofield

Linda Shibano

Malia Shimomura

Keoki Sousa

Laurie Tomas

Steve Yamada

Randy Yamanuha

Richard Young

### Community Development

East Maui, Malia Henderson

West Maui, May Fujiwara

West Maui, June Kaaihue

Central Maui, Joan Yokoyama

Upcountry Maui, Elliott Krash

Upcountry Maui, Rosemary Robbins

North Maui, Jo Reyes

South Maui, Mary Plaunt

South Maui, Patricia Rouse

Caregiver At Large, Keoki Sousa

Caregiver At Large, Carmen Pena

### Marketing

Greg LaGoy, Co-Chair

Mary Plaunt, Co-Chair

Barbara Long

Sean McLaughlin

Keoki Sousa

### Evaluation

Dr. Lorrin Pang, Co-Chair

Keoki Sousa, Co-Chair

Cullen Hayashida (Oahu)

Tina Pedro

Rick Wiltse

Sarah Yuan (Oahu)

### Finance

Barry Gay, Chair

Glenn Abe

Tony Krieg

Roy Katsuda

***Mahalo to everyone  
for your kokua and  
congratulations on your  
accomplishments!***

**CORE LEADERSHIP TEAM  
MEMBERS  
2004**

**Hale Makua**

*Tony Krieg*, President/CEPO  
Partnership Chair

**Hale Mahaolu**

*Roy Katsuda*  
*Kathy Louis*

**Maui Economic Opportunity, Inc.**

Bill Bates  
Sandy Baz

**Maui Adult Day Care Centers**

Sandy Freeman

**Hospice Maui**

Greg LaGo

**Kaunoa Senior Center**

Jo Reyes

**Maui Memorial Medical Center**

Anne Trygstad  
John Schaumburg

**Department of Health**

Dr. Lorrin Pang

**Maui County Office on Aging**

John Tomoso  
Norma Circle  
Scott Jensen

**Rural Development Project**

**Maui Community College**

Barry Gay

**Central Maui**

Joan Yokoyama

**East Maui**

Malia Henderson

**North Maui**

Jo Reyes

**South Maui**

Mary Plaunt  
Patricia Rouse

**Upcountry Maui**

Elliott Krash

**West Maui**

May Fujiwara  
June Kaaihue

**2004 Partnership Sponsored  
Teaching and Learning Sessions**

**April 7, 2004**

*SAMS 2000 and Beacon Information and Referral System*; a presentation provided by Synergy Software Technologies for the Maui Long Term Care Partnership  
Wailuku, HI

**June 10, 2004**

A workshop on *Program Evaluation Methods especially for members of the committees of Maui Long Term Care Partnership*  
Maui Community College  
Kahului, HI

**August 16, 2004**

*Real Choices Web-based System Work Shop*  
in partnership with Real Choices ACCESS  
Kahului, HI

**September 8-9, 2004**

*Teaching and Learning Session on  
Maui's Long-Term Care Continuum*  
Wailuku, HI

**October 27, 2004** (co-sponsor)

*Hawaii Long-Term Care Managed Care Conference*  
Wailea, Maui, HI

**December 2, 2004**

*Maui Long Term Care Partnership Co-Chairs  
Teaching and Learning Session*  
Kihei, HI

**January 29, 2005**

North Maui Regional Planning Group  
Kupuna Care Job Fair and Forum  
Ha`iku, HI

**TO JOIN THE PARTNERSHIP**

**PLEASE CONTACT PARTNERSHIP STAFF  
(808) 871-7749 or [info@mauilongtermcare.org](mailto:info@mauilongtermcare.org)**

**WE WELCOME YOUR PARTICIPATION!**

**Reference Operating Guidelines, Article III  
For Partners Responsibilities and How To Join.**

*The Partnership sends its  
mahalos to everyone who made  
this project a reality for Maui*

**Maui Long Term Care Partnership  
472 Kaulana Street  
Kahului, Maui, Hawaii 96732**

**Phone: (808) 871-7749  
FAX: (808) 270-8037**

**[Email: info@mauiongtermcare.org](mailto:info@mauiongtermcare.org)**



**Visit us on the Web  
[www.mauiongermcare.org](http://www.mauiongermcare.org)**