



THE FAMILY MEDICINE CENTER

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Lynda Dolan, MD

Erin Kalua, MD

Carrie West, PA-C

March 25, 2018

Dear Fellow EHI IPA members,

As I reflect on this nomination for EHI IPA board membership, I have been in Hilo now for 21 years. I initially started as a faculty member with the University of Hawaii with the first rendition of the residency program for one year before the funding dissolved. At that time my co-workers Drs. Laurie Hopman and Jon Martell decided that Hilo was the place for us personally and formed The Family Medicine Center. We operated on a shoestring budget initially and had many struggles and successes throughout the years: hired the first mid-level provider in private practice, Dr. Martell moved on to hospital work and most recently Dr. Hopman retired due to medical reasons. The unplanned retirement of Dr. Hopman caused significant disruption in our office as well as to patients in a very fragile, overloaded healthcare provider ecosystem. I could have easily just shuttered the doors of our office and become an employed entity or left the community that I have grown to love and chosen to raise, with my husband, our children in. But it made me be even more committed to the business of medicine in Hilo and the need for a more organized team-based group practice models for our community and more importantly for our current physicians and new physicians.

The landscape of medicine continues to change on the national and local level. We, as physicians, continue to love being in those rooms using our skills caring for patients. The intrusion of various regulatory and quality driven initiatives into our offices and into those exam rooms is hard to take. These initiatives however are not going away, and value-based care is going to happen in some shape or form. At the same time our community is challenged with an aging physician population and small solo practices have difficulty keeping up with the changing national landscape while at the same time taking care of patients.

We have a unique opportunity with a single hospital system, multiple private primary physicians, several employed specialists, engaged community groups, a family medicine residency program, a pharmacy program and APRN doctorate program that has the potential to serve our community in a good way. We as physicians need to lead the charge of adaptive change in our community.

The East Hawaii Independent Physician Association is the only organized entity in our community currently that has the potential to help build a more cohesive movement to help manage and stay abreast and ahead of the national and local changes. The past three years on the IPA board have been a huge learning curve for me - insurance contracting, varied physician practice styles, finances, patient management from a population health level, the business of medicine.... It is all very complicated and at times extremely frustrating. I would be honored to continue serving on the board and continue to try and move forward the business and the art of medicine for our members that allow us to have a fair salary and bring back some joy of medicine. It is never easy and none of us will be totally satisfied with all the outcomes and initiatives. The common goal I would strive for all of us is the survivability and success of independent practice and feel it is possible with adaptive change.

Thank you for the consideration.

Lynda M. Dolan MD

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Aloha Dear Colleagues,

I hope this greets you happy and healthy. I have worked in East Hawaii over 15 years and I have worked in many different types of practices and organizations. I have had experience in being a Medical Director in a long term care and in an Acute Care Hospital. I started my own practice over a year and a half ago, and I appreciate all the hard work you have been doing for these many years.

I am excited about being a board member as I feel I can bring new ideas to the table. During this past year and a half I have endured many challenges and have over come many hurtles, pretty much on my own. I feel that if we want to attract new doctors and keep them in East Hawaii, we need to support the new doctors just getting started. Sharing our knowledge and support would be a huge embrace to new doctors.

It seems like the past two years we have become more fragmented as an organization. As we have splintered off into different programs and groups. I would like to see us become more cohesive as an organization.

If I am elected as a board member, I will work hard to try to be a voice for all the different practices regardless of what program they belong to. And help us all be successful.

Sincerely with Aloha,



Sheareen Gedayloo M.D.



Debra Kettleleson, Inc.

Date: March 26, 2018

Consideration to serve on the IPA Board of Directors

I am honored to have been asked to consider running to serve on the East Hawaii Independent Physicians Association (IPA) Board of Directors. As the IPA's mission is to empower independent healthcare providers in Hawaii Island to improve quality, increase access and lower costs to achieve better health I feel I may be able to help with these goals.

I became a registered nurse in 1983 and then completed the Family Nurse practitioner program in 2003 with the University of Phoenix. I completed my training in Oahu, taking a sabbatical from Hilo Medical Center. I worked for just over 13 years in Ka'u at the Ka'u Rural Health Clinic and then retired from the State of HI as I qualified for full retirement (I was officially old with over 25 years of service)! After retirement I elected to proceed with independent family practice and currently have my own practice, and am board certified in both Family Practice and Gerontology.

I believe I offer a unique experience to the IPA as someone who understands the State of HI facilities, running a private practice, and a long time resident of the Big Island. Mahalo for having been asked to submit my name for consideration.

Debra Kettleleson

Statement for a Position on the Board of Directors of the East Hawaii IPA
Mary K. Nordling, MD FAAFP

I grew up in a blue collar coastal town in New Jersey and was inspired to go into healthcare by my mother, who was an RN in the telemetry unit at our local community hospital. I completed a double major in Biology and English (with Honors) after being granted a full scholarship to play women's basketball at The George Washington University in Washington DC. After a brief stint playing professional basketball in France, I attended medical school at GWU on a 4 year National Health Service Corps Scholarship. I became interested in working with underserved communities during the two years that I volunteered at the Whitman-Walker HIV clinic in Washington DC. In my fourth year of medical school, I did a rotation with Healthcare for the Homeless and wrote a manual for the 'American Medical Student Association' on 'Starting a Student Run Homeless Clinic.' I completed residency training in Pittsburgh at the University of Pittsburgh Medical Center - St. Margaret's, where I was selected Chief Resident by my peers. Upon graduation from residency, I worked for almost twelve years at the Greater Lawrence Family Health Center, an FQHC in one of the poorest cities in Massachusetts that also served a predominately Latino population and is the home of the nationally recognized Lawrence Family Medicine Residency. After first fulfilling my four year NHSC obligation as a full spectrum family physician, I became a core faculty member of the residency and later served six years as Associate Program Director where I was largely responsible for accreditation and recruitment.

I moved to Hawaii with my husband and two children to help start the Hawaii Island Family Medicine Residency (HIFMR) in 2013. In late 2015, I was asked by hospital leadership to assume the role of Program Director and Designated Institutional Officer and have since helped stabilize and grow the residency and graduate the first class of residents in 2017. In the past four years, we have recruited over twenty physicians to Hilo between residents and faculty and guided the residency program to achieve full accreditation from the ACGME in spring 2017. In addition, I serve on the Executive Management Team at Hilo Medical Center and am on the Board of Directors for the Hawaii Academy of Family Physicians. I am also Project Director of an SBIRT Training grant that was awarded to us by SAMHSA in 2015 which allowed us to expand behavioral health services for our patients and training for our learners who rotate with us at the Hawaii Island Family Health Center, where I also see patients. There has been a lot of change in the healthcare landscape both locally and nationally since my family and I moved to the Big Island. My journey to Hilo has taken me through experiences that have reinforced my commitment to working as a family physician in an underserved community and helping to train the family physicians of tomorrow. I am honored to have been nominated by one of my peers for consideration of a position on the Board of Directors of the East Hawaii IPA. It is clear that the East Hawaii IPA is a tremendous resource for the healthcare providers of East Hawaii and if selected, I believe I will be able to serve as a direct bridge between hospital administration at Hilo Medical Center and community physicians and help give Hilo physicians more of a voice at the state level in my capacity as a Board Member of the HAFP. In addition, I would work in concert with the East Hawaii IPA to help implement experiences in which residents of the HIFMR will be exposed to best practices in the hopes that they will want to stay to practice on the Big Island upon graduation.

Mahalo for your consideration.

Mary K. Nordling, MD FAAFP
Program Director/DIO
Hawaii Island Family Medicine Residency
HHSC/Hilo Medical Center