



**THE QUEEN'S
MEDICAL CENTER**

**COMMUNITY HEALTH NEEDS IMPLEMENTATION PLAN
JULY 2019**

Mission Statement

Queen's mission is to fulfill the intent of Queen Emma and King Kamehameha IV to provide in perpetuity quality health care services to improve the well-being of Native Hawaiians and all of the people of Hawaii.

Community Health Needs Assessment

From the Community Health Needs Assessment for the People and Islands of Hawaii, December 2018...

The general purpose of the Community Health Needs Assessment ("CHNA") is for hospital facilities to identify and prioritize significant health issues facing communities and to identify resources potentially available to address those needs. The Healthcare Association of Hawai'i ("HAH"), on behalf of its member hospitals, conducted two prior CHNAs in 2013 and 2015.

This CHNA, as required by the Internal Revenue Service for tax-exempt hospital facilities to complete at least once every three years, culminates a yearlong effort involving 19 hospital facilities; numerous community health centers and organizations; and hundreds of providers, experts, and community members to identify and prioritize significant health issues facing Hawai'i's communities. This reports shares the dominant themes that emerged in conversations across the islands, analyzes data sets that impact all aspects of people's lives, and provides statewide and island specific priorities to address the most significant health issues.

Selection of Priority

Senior management of The Queen's Health Systems (QHS), the nonprofit parent company of The Queen's Medical Center (QMC), discussed the community health needs identified in this assessment and selected Statewide Priority 3.2: Provide accessible, proactive support for those with high needs. (QHS' senior management team includes the president and chief executive officer; chief operating officer; chief financial officer; chief physician executive; chief investment officer; chief nursing officer; operating entity heads, including the head of each hospital; clinical leaders [physicians and service lines]; and those responsible for system-wide functions such as ambulatory services, government relations, human resources, information technology, legal, Native Hawaiian affairs, and community development.)

Statewide Priority 3.2 was identified as a highest need area on the islands of Hawaii, Maui, Molokai, and Oahu. As QHS has hospitals on three of these islands, all of the hospitals, including QMC, selected this priority as their priority area.

The reasons considered in selecting this priority include:

- Queen's mission and the focus on Native Hawaiians... "to fulfill the intent of Queen Emma and King Kamehameha IV to provide in perpetuity quality health care services to improve the well-being of Native Hawaiians and all of the people of Hawaii."
- Native Hawaiians have poorer health status and higher chronic disease risk in comparison to other ethnic groups.
 - They have a lower life expectancy (6.2 years lower than overall residents of Hawaii) and higher mortality rates than all other ethnicities.

- Native Hawaiians’ higher risk for chronic disease results from higher prevalence of obesity, smoking, and chronic alcohol use.
- Leading causes of death in which Native Hawaiians are disproportionately represented include diabetes, heart disease, and cancer.
- As part of QHS’ system-wide goal “Malama Community ... significantly impact unmet community health care needs in our community,” we are updating our Native Hawaiian Health Strategic Plan, called Kahua Ola. Undertaking initiatives to address this statewide priority would align well with Kahua Ola.

Approaches to Address the Selected Priority

With the selection of Statewide Priority 3.2 as the priority area, the following action plans were developed.

Objectives

1. Improve accessibility to health care services
2. Promote quality patient care and patient engagement by increasing cultural awareness, knowledge, and practices

Strategies

Objective 1: Improve accessibility to health care services	
Strategies	Time Frame
Reduce barriers to accessing primary care and specialty care in the West O’ahu community (e.g., increasing access to transportation, supporting navigation of patients throughout continuum of care)	FY2020- FY2022
Work with community organizations to improve accessibility to Queen Emma Clinics services for at-risk youth	FY2020- FY2022

Objective 2: Promote quality patient care and patient engagement by increasing cultural awareness, knowledge, and practices	
Strategies	Time Frame
Expand services and support for providers, staff, and community to enhance cultural awareness and practice at QMC-WO	FY2020- FY2021
Collaborate with Kapi’olani Community College to redesign the course curriculum for the Community Health Worker program to include culturally-responsive approaches	FY2020- FY2021