



**COMPASSION
ALOHA
RESPECT
EXCELLENCE**



**FISCAL YEAR 2026 QUARTER 1
IMPACT REPORT**

JULY 2025 - SEPTEMBER 2025



TABLE OF CONTENTS

3	Patient Safety Mo'olelo
4	NHH Functional Roles
5	Accomplishments
6	Performance Dashboard
9	Overall Summary of Learnings
10	Highlights
18	Appendix

QUEEN'S MISSION

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 Hawai'i.

Renewed Relationships through Aloha, Renewed Confidence in Health



Ms. T's Mo'olelo

At **38 years old**, Ms. T faced the daily challenges of **uncontrolled type 2 diabetes, diabetic neuropathy**, and a history of other health concerns. For years, her **A1c hovered dangerously high, between 11 and 14** and she struggled with **adherence** to her care plan. **Finger stick blood sugar checks** felt invasive and **lifestyle changes seemed out of reach**. Despite being enrolled in Kahu a Ola in August 2022, she eventually became **lost to follow-up**.

But in **January 2025**, something shifted. Ms. T **reconnected** with the Kahu a Ola team. She was met, not with **judgment** but with **aloha**, a deep sense of **compassion and commitment**. Her provider recommended a **Continuous Glucose Monitor (CGM)** to ease the burden of daily finger sticks. Initially, **insurance barriers** threatened to block access. But the Kahu a Ola team, rooted in **community and resourcefulness**, **partnered with 'Aiea Medical Pharmacy** to secure the device.

By **August 2025**, her **A1c had dropped to 6.9**. She was no longer just a patient. She was an **active participant** in her own **healing**. She embraced **dietary changes**, began **exercising**, and **communicated directly** with the Kahu a Ola **registered nurse**, trusting them as **partners** in her journey. The transformation wasn't just **clinical**, it was **personal, cultural, and relational**.

Ms. T's story is a testament to what's possible when care is grounded in **trust, cultural understanding**, and **community support**. Kahu a Ola didn't just help her manage diabetes. They helped her **reclaim her health**.

Key Takeaways

- **Community Drives Value:** Early engagement and trusted relationships start change outside the hospital, ensuring **long-term adherence** and better population health.
- **Outcomes Prove Value:** Culturally grounded and value-based care delivered a major **A1c reduction (from 13.3 to 6.9)**, demonstrating effective, low-cost prevention of complications.
- **Care Meets the Patient:** Tailored support, like motivational interviewing, overcame barriers, ensuring care resources were **relevant and fully utilized**.
- **Partnerships Ensure Access:** Collaboration secured essential tools like a **CGM**, enabling the continuous data feedback needed for proactive, **value-driven management**.

NATIVE HAWAIIAN HEALTH DEPARTMENT KULEANA WITHIN QUEEN'S

1

CULTURALLY SAFE CARE

Culturally safe care that Improves Clinical Access and Outcomes

2

COMMUNITY RELATIONSHIPS

Relationships & Pathways that Address Community Health Needs

Deepen Connection with our Founders

Cultivate connection & alignment with our Founders, heritage, mission, & culture for shared organizational identity

Address Health Disparities & Improve Well-being

Propagate data & research on Native Hawaiian health to inform decision-making, guide action, & measure progress toward well-being

Promote Equitable Care & Clinical Outcomes

Develop & optimize programs & services for Native Hawaiians that enable access, increase engagement, & improve clinical outcomes

Partner with Community

Understand community needs & foster relationships that connect communities with services, providers, & care

Strengthen Workforce Pathways

Create & expand workforce pathways for Native Hawaiians or others from disadvantaged backgrounds

Engage in Native Hawaiian Affairs

Engage in Native Hawaiian public affairs (government relations, well-being, rights, legacy, advocacy & cultural preservation)



ACCOMPLISHMENTS

From July to September, Native Hawaiian Health engaged in the following activities*:

Culturally Safe Care That Improves Clinical Access and Outcomes

27,816 Native Hawaiians Served



Deepen Connection with our Founders

103

Services
Initiatives
Projects
Partnerships
Programs
Research Study

Promote Equitable Care & Clinical Outcomes



Address Health Disparities & Improve Well-Being

For Culturally Safe Care That Improves Clinical Access and Outcomes see pages 10-14

Relationships & Pathways that Address Community Health Needs

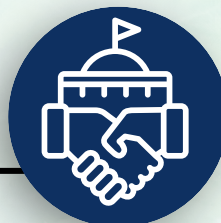


Partner with Community

52

Services
Initiatives
Projects
Partnerships
Programs
Research Study

Engage in Native Hawaiian Affairs



Strengthen Workforce Pathways

*See page 19 for NHH Definition of Activities

PERFORMANCE DASHBOARD

KA 'IKE PONO GOALS FY 26-28



	FY25 ACTUAL (NHH)	FY25 ACTUAL (QHS)	FY26 ACTUAL (NHH)	FY26 ACTUAL (QHS)	FY26 GOAL (QHS)
TIMELY & EQUITABLE ACCESS					
Referral Management (specialty care) NHs compared to All	N/A	N/A	In Progress	In Progress	Referral Process Standardization & Baseline
PROUD TO BE QUEEN'S					
Culture and Engagement NHH/Kaleiopapa Trainings Offered	N/A	N/A	12	In Progress	90% of leaders engaged in self-development & wellness activities
COMMUNITY PARTNERSHIPS					
Community Engagement - # of NH partnerships	28	N/A	1	19 community engagements (Jul-Sep)	50 community engagements
HIGH QUALITY & SAFETY					
Mortality (Observed to Expected Ratio) among NHs compared to all	N/A	1.00 (Jan-Apr)	TBD	0.84 (Jul)	≤1.00
Patient Experience (Inpatient/Outpatient) NHPI Inpatient / NH Outpatient	In Progress	78.5% (Jul-Jun)	In Progress	78.3% (Jul-Sep)	79.6% (+1.1% Improvement)
SUSTAINABILITY AND RESOURCEFULNESS					
Healthcare Operating Margin NHH Operating Budget Met	N/A	-3.0% (\$65.5M loss) (Unaudited)	\$362,747 actual \$462,328 budget 21.5% (\$99,580) (Jul-Sep)	-1.2%	FY26 Budget: -1.5% (\$35M loss)

PERFORMANCE DASHBOARD

NATIVE HAWAIIAN HEALTH DASHBOARD FY26 Q1



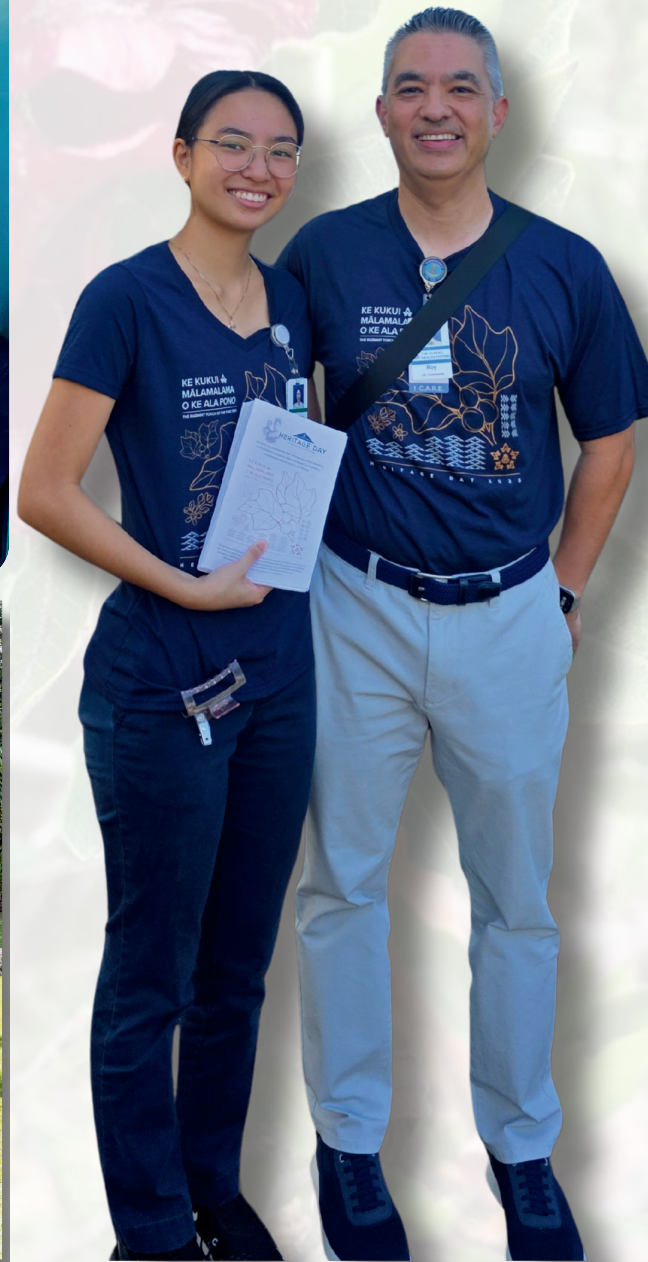
GOALS	FY25 (Baseline)	FY26 Q1 Actual	FY26 Target
CULTURALLY SAFE CARE			
Develop IT/Data Reporting Infrastructure to Capture NHs & Establish Baseline	In progress	In progress	Establish a baseline of the # (%) of NHs and all others with A1c gaps
COMMUNITY RELATIONSHIPS & PATHWAYS			
Community Engagement	28	1	Baseline +3 NH Partnerships



NATIVE HAWAIIAN HEALTH
THE QUEEN'S HEALTH SYSTEMS

E Ola ka 'Ōiwi

Healthy and well are the Hawaiians



SUMMARY OF LEARNINGS

Ma ka hana ka 'ike. In working one learns.

A healthy, thriving workforce is foundational to quality care.

High caregiver turnover impacts operational efficiency and financial performance. Investment in staff training, development and wellness is imperative for stability and continuity. When caregivers are equipped and cared for, they are more resilient, less stressed, and better able to stay in critical roles - ultimately strengthening the entire system.

Prioritizing impact, not volume.

Prioritizing the most meaningful responsibilities allows teams to go deeper, build trust, develop meaningful connections, and deliver care that truly transforms lives, especially in communities where needs are complex and resources are limited. Doing too much can sometimes dilute effectiveness.

Advancing Value-Based Care for High-Risk Populations

As supporting patient's with complex needs becomes more challenging and costly, there is a need for more value-based approaches and partnerships. Innovation such as Remote Patient Monitoring (RPM) and Kahua Ola programs combine proactive team-based care management with data-informed decision-making to move upstream, empower patients, improve quality of life and promote positive health outcomes in a sustainable way.

Native Hawaiian voices, 'ike and leadership are essential, not just in principle, but for truly effective health equity work for Native Hawaiians.

From planning and implementation to evaluation and reflection, Hawaiian perspectives should be valued, included and prioritized. Queen's has a kuleana to ensure that Native Hawaiian voices are represented and valued throughout process and practice to ensure culturally grounded, community-responsive care.

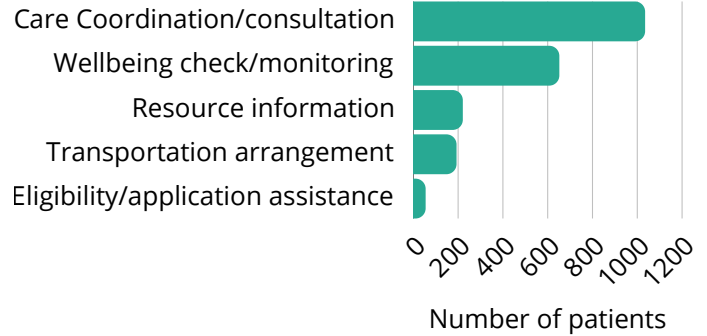
HIGHLIGHTS

CULTURALLY SAFE CARE

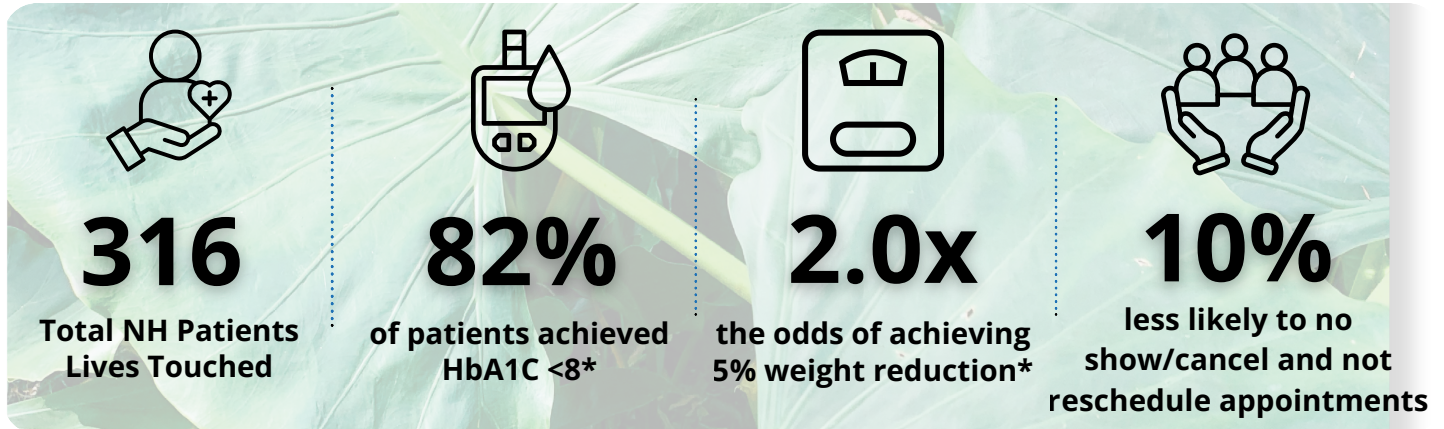
Our three Kahua Ola programs (Kilolani, Kahu a Ola, Nā Pua Kaiona) were established to address health equity and promote access to care through culturally responsive chronic disease management and healthcare navigation.

KAHUA OLA PROGRAMS

Top 5 navigator services across Kahua Ola programs



CUMULATIVE PROGRAM RESULTS

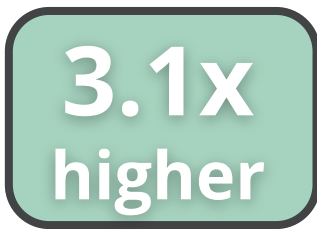


*Only Kahu a Ola and Kilolani, which are primary care programs that track HbA1C and weight, are represented in these metrics. Nā Pua Kaiona is exclusively wound care and does not track HbA1C and weight.

Individual Program Highlights

Kilolani

The odds of achieving a 5% reduction in weight are

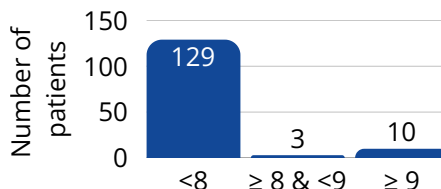


among Native Hawaiian patients enrolled in Kilolani compared to similar patients not enrolled.

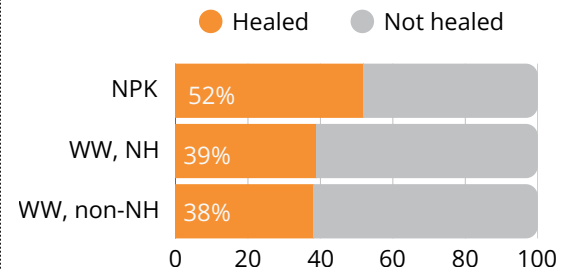
Kahu a Ola



of Kahu a Ola patients experienced at least a 1 point reduction in HbA1c to achieve an HbA1c <8.



Nā Pua Kaiona



Note: NPK = Nā Pua Kaiona, WW, NH = West Wound, Native Hawaiian, WW, non-NH = West Wound, non-Native Hawaiian; Data from 2/23/2024 - 9/30/2025

Greater wound healing (p < 0.05) among patients with diabetes enrolled in Nā Pua Kaiona compared to Native Hawaiian and non-Native Hawaiian patients with diabetes at West Wound Center.

HIGHLIGHTS

CULTURALLY SAFE CARE

REMOTE PATIENT MONITORING

Purpose RPM is expanding access to care by enabling patients to receive continuous health monitoring from home. This model reduces barriers such as transportation challenges and limited appointment availability, ensuring timely interventions - particularly for underserved Native Hawaiian communities. By integrating with the Epic EMR, RPM supports seamless data flow and enhances care coordination, allowing providers to deliver more proactive and efficient healthcare.

\$3.9 Million

**RPM Go-Live
March 2025**

FY26 Q1 Data



536

Total Outreach in
FY26 Q1



88

Patients Currently Enrolled



12

Enrolled Patients Residing
on DHHL Homestead



9

Patients
Graduated*

Go Live - YTD Cumulative Data



876

Total
Outreached



167

Cumulative Patient
Enrollment



26

Cumulative Enrolled DHHL
Residents



9

Total
Graduated*

Patient Impact Story:

A 66-year-old Native Hawaiian man with hypertension overcame barriers such as low literacy, medication confusion, and limited communication. After experiencing multiple blackouts and low blood pressure readings, he received multiple interventions, including RPM. Through RPM, featuring tech-enabled education with read-aloud features, pharmacist engagement, and navigator support, the patient's blood pressure stabilized, his confidence grew, and the blackout episodes ceased.

What we learned:

- 1. Technology Adaption:** Using patient tailored technology, like read-aloud features, empowered the patient to engage with care tools independently and accurately.
- 2. Access & Equity:** Affordable connectivity enabled consistent communication with care teams, transforming fragmented care into proactive, coordinated support.
- 3. Collaborative Care:** Team-based support from Patient Care Navigators and pharmacists fostered trust and curiosity, shifting the patient from a passive recipient to an active participant in managing their hypertension.

*Met clinical goals/days in program

HIGHLIGHTS

CULTURALLY SAFE CARE

HERITAGE WEEK 2025



Heritage Week honors the founding of The Queen’s Hospital in 1859 by King Kamehameha IV and Queen Emma. Their vision of healing with compassionate and cultural respect guides us today. We reaffirm our commitment to Culturally Safe Care by servicing with C.A.R.E. - **C**ompassion, **A**loha, **R**espect, and **E**xcellence - and upholding their legacy in all we do.



Mid-day Mana’o Heritage Series

187

Participants

99%

n=100 participants
completed the survey

reported that the webinar
helped them connect to our
founders and mission with an
overall quality rating of
“excellent”

Mid-day Mana’o Heritage Series: Ola ka Inoa (“Names Live On”) was a three-part webinar exploring the cultural and historical importance of names in Hawaiian tradition which highlights personal, ali’i, and ‘āina names as carriers of ancestral knowledge and connections to place.



Mauna ‘Ala Huaka’i & Ho’okupu

81

Participants

Mauna ‘Ala Huaka’i & Ho’okupu: Queen’s caregivers participated in a guided huaka’i to Mauna ‘Ala, the Royal Mausoleum of Hawai’i, to honor our ali’i founders. Through ho’okupu and learning about this sacred site, they deepened their understanding of its cultural significance and its enduring connection to our mission.



HIGHLIGHTS



CULTURALLY SAFE CARE

HERITAGE WEEK 2025



Heritage Day Ceremony

150

Event Attendees



Mauna 'Ala

Honoring our al'i'i, strengthening legacy through mo'olelo and ho'okupu.



Hawaiian Food

6,218

Caregiver Meals Provided



Meal Distribution

Nourishing our caregivers through connection, aloha, and 'ono food.



12

Local Businesses Supported



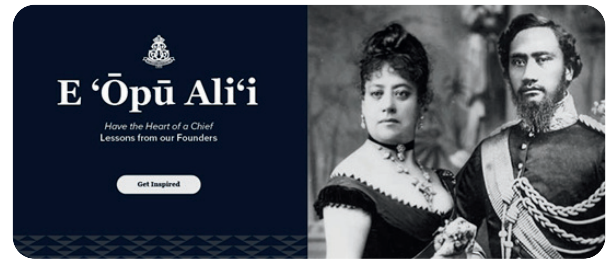
Mākeke

Crafting Connections: Elevating 'ike, story, and passion through meaningful relationships with local artisans.

HIGHLIGHTS

CULTURALLY SAFE CARE

E 'ŌPU ALI'I



"Our acts are in vain unless we can stay the wasting hand that is destroying our people."

Kamehameha 1855

"Guided by Ali'i, Grounded in Aloha"

E 'Ōpū Ali'i honors the enduring legacy of King Kamehameha IV and Queen Emma, whose leadership was rooted in compassion, service, and deep care for the health and well-being of Native Hawaiians and all people of Hawai'i. This internal enrichment platform invites our Queen's 'ohana to walk in their footsteps - leading with aloha, humility, and kuleana in our everyday work.



181

Total Module Completions

Legacy in Motion:
181 Steps Forward

Each module completion represents a step toward a deeper cultural understanding and connection. With 181 completions, E 'Ōpū Ali'i is actively bringing the legacy of our ali'i into the hearts and minds of our Queen's 'ohana.



58.3%

Repeat User Rate

Pilina That Lasts:
58.3% Return to Engage

With over half of users returning to E 'Ōpū Ali'i, the platform is beginning to resonate across our Queen's 'ohana. Staff are choosing to re-engage, deepening their connection to our ali'i legacy and the values of aloha and kuleana.



28.8

Average Completion Per User

More Than One Touchpoint:
2.15 Reasons to Return

On average, each user completes more than two modules, showing that E 'Ōpū Ali'i is sparking continued interest and deeper learning. Staff are engaging beyond a single visit, building pilina through repeated connection to our ali'i legacy and values.

HIGHLIGHTS

COMMUNITY RELATIONSHIPS

MAULIOLA KE'EHI

Purpose Mauiola Ke'ehi is a Native Hawaiian organization that promotes well-being through culturally rooted education and healing. In partnership with The Queen's Health Systems, Mauiola Ke'ehi is creating a culturally responsive evaluation framework to assess the impact of Native Hawaiian programs, blending Indigenous knowledge with Western research to support community transformation.

421

Total Participants Reached in Q1

84%

of Participants were Native Hawaiian

63

Healthcare & Healing Participants

240

Practicum Hours Provided for Public Health Students



“ I took home my art and my dad recognized it, and that made me feel good.

-Kaiola Summer Mo'olelo Art Participant

”



“ I am inspired to utilize different resources to integrate Hawaiian cultural practices/learnings into our organization.

- Health/Healing Practitioner

”



HIGHLIGHTS

COMMUNITY RELATIONSHIPS

'IMI HO'OLA PROGRAM AND NATIVE HAWAIIAN CENTER OF EXCELLENCE

'Imi Ho'ola and the Native Hawaiian Center of Excellence (NHCOE) are key diversity programs located in the Department of Native Hawaiian Health at the University of Hawai'i John A. Burns School of Medicine (JABSOM). Both programs are focused on increasing the success of our local, underprivileged students, many of whom are of Native Hawaiian ancestry and work to provide access to careers in medicine through various pathway programs and initiatives.

'Imi Ho'ola Post Baccalaureate Program



12 'Imi Ho'ola students enrolled

4 Native Hawaiian (33%)

8 Female **4** Male

\$60,060 Student stipends YTD

"I just know that this is one of the most amazing curriculums for becoming the best version of yourself and also a physician uniquely qualified to care for Hawai'i. What drew me to 'Imi wasn't just the academics, it was the intentionality. This is a program that builds physicians specifically for Hawai'i." - Tyler Chock

Medical Scholarships at JABSOM

The Queen's Medical Center supports full-ride scholarships to 'Imi Ho'ola graduates. Nine scholarship awardees have completed medical school (cohorts 1-3), and 20 students (4 cohorts) are currently supported at JABSOM (\$748,880). Cohort VII is the newest class starting in Academic Year 2025-2026 and will graduate from medical school in 2029.

Cohort VII



Madison
Balish



Jasmin
Davis



Emi Lin
Luo



Emma
Pinnow



Regan
Stradtman-Carvalho

HIGHLIGHTS

COMMUNITY RELATIONSHIPS

NATIVE HAWAIIAN CENTER OF EXCELLENCE AND PŪ PA'AKAI PROGRAM

NHCOE TEAM:



The Queen's Health Systems grant supports 3 FTEs: **Learning Specialist**, **Health Professions Advisor**, and **Project Coordinator**. The **Learning Specialist** develops and implements educational curricula and strategies to support student retention. The **Health Professions Advisor** conducts outreach, presents to high school and college students interested in health careers, provides one-to-one academic and professional advising for pre-medical students, and assists with applications to health professional schools. The **Project Coordinator** manages logistics and provides coordination support across program activities.

NHCOE: Pū Pa'akai Program

The Pū Pa'akai Program strengthens the Native Hawaiian physician pathway by fostering mentorship and providing academic and financial support for premedical and medical students, including coursework, rotations, travel, and exam preparation.

30

Students received direct support

18

Medical students

12

Postbaccalaureate students

APPENDIX

19 NHH Definitions of Activities



NHH DEFINITION OF ACTIVITIES

Terminology	Definition	Purpose
Program	A coordinated set of related projects or activities aimed at achieving a broader, long-term goal	Achieve broad, strategic goals
Project	Temporary, focused effort with a specific objective, defined start and end, and clear deliverables	Complete defined objective
Initiative	A new or strategic effort started to address an issue, explore an opportunity, or improve something	Drive change, innovation, or improvement
Service	An ongoing function or activity that delivers value to customers or users, typically provided continuously rather than as a one-time effort	Ongoing service to customers or staff (providing info, education, or updates)
Partnership	In progress	In progress
Research Study	A systematic investigation of a topic that aims to increase new conclusions or solutions	Deepen understanding, inform decision-making, and contribute to evidence-based practice or policy



NATIVE HAWAIIAN HEALTH

----- THE QUEEN'S HEALTH SYSTEMS -----

Native Hawaiian Health

Location: Hale Aloha Office (Kekela Mezzanine)

1301 Punchbowl Street | Honolulu HI 96813

Main: 808.691.4498

Email: nhh@queens.org

<https://www.queens.org/about/native-hawaiian-health-qhs/>