



## **Kahua Ola Roadmap FY25-FY30**

An Operational Roadmap for the Native Hawaiian Health Kahua Ola Strategic Plan



**NATIVE HAWAIIAN HEALTH**

~~~~~ THE QUEEN'S HEALTH SYSTEMS ~~~~~

## Kahua Ola Translation:

### **Makawalu (Multiple Perspectives):**

Kahua ola - a healthy foundation

Kahu a ola - shepherding to good health

Ka hua (fruit) ola - healthy outcomes

## Kahua Ola Vision is “E ola ka ‘ōiwi”

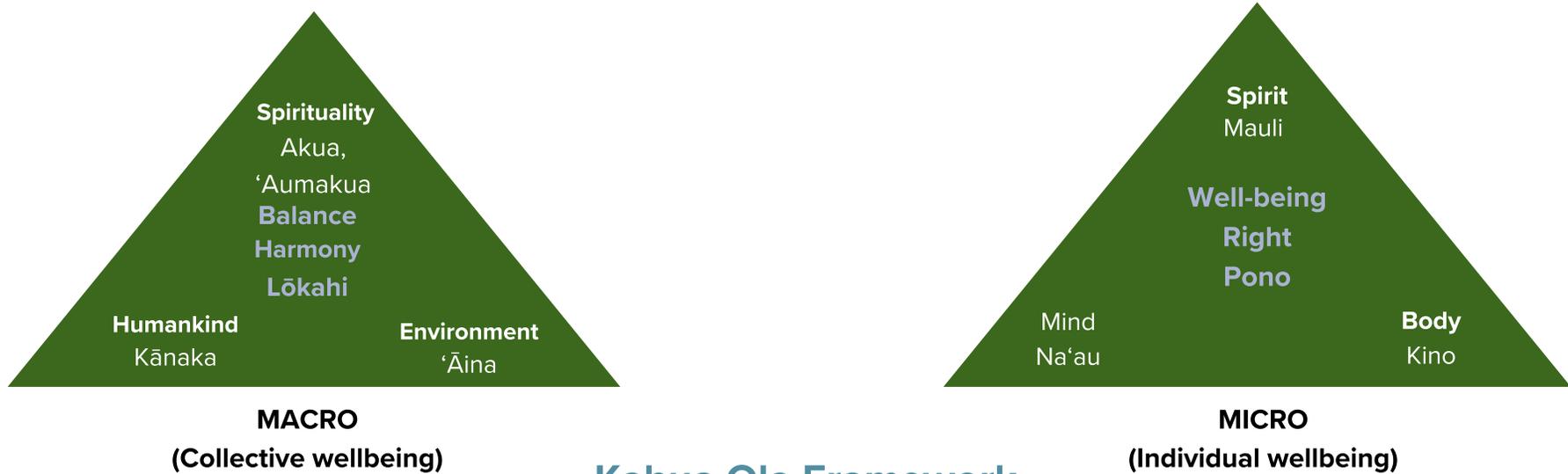
*“To live, thrive, be healthy and well” “Hawaiians”*

*(actualizing, bringing to fruition, realizing health and wellbeing for all Hawaiians)*

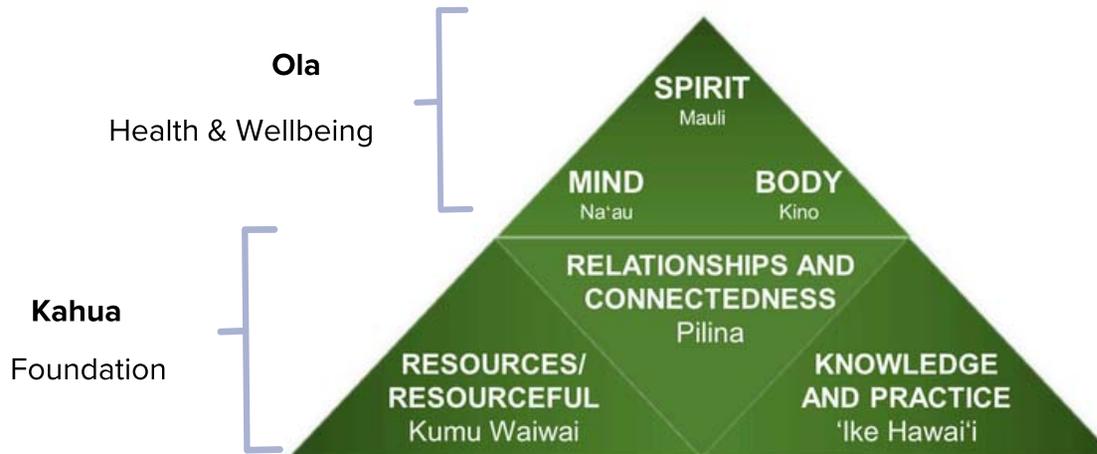
### **Optimal health and well-being means:**

- 1) Personal balance of mind, body, and spirit AND
- 2) Unity and harmony with humankind, environment, and spirituality

## The Kahua Ola Framework Grounded in the Hawaiian Worldview



### Kahua Ola Framework



Strengthen the resilience, identify, and social connectedness of Native Hawaiians to enhance our physical, mental, and spiritual health.

**Figure 1.0**

**Ola (health, well-being)** is a holistic perspective that encompasses three elements: the mind, body and spirit. In the Native Hawaiian worldview, the separation of mind, body, and spirit does not exist. Native Hawaiian culture values the **BALANCE** between these three components as a cornerstone to their well-being and was exemplified through tradition and practices.

Today, Native Hawaiians experience complex and multiple health and social disparities that are often linked to social determinants of health. Despite the extreme difficulties Native Hawaiians have faced, they remain a steadfast, and resilient community as evident by the progress made in restoring Native Hawaiian language through education and reviving cultural practices.

Ola encompasses a collective perspective that includes a thriving 'ohana and community much like the concept of population health management.

**Kumu Waiwai (Resources/Resourceful):**

Access to livable income and resources that can support daily needs (housing, water, food, medicine, healthcare, etc.); capability to gain access to necessary resources.

**Pilina (Relationships and Connectedness):**

Healthy social relationships amongst families and communities; adequate support systems in the workplace, household, and community; connections to people (past and future generations) and place

**'Ike Hawai'i (Knowledge and Practice):**

Delivery of high quality, holistic care through appropriate integration of indigenous ancestral wisdom ("Hawaiian thinking") and contemporary practices that guides protocol with western knowledge; intergenerational transfer of knowledge and having multiple perspectives (makawalu)

# Kahua Ola Guiding Principles

Kahua Ola is grounded in Hawaiian values articulated in these guiding principles.

## 1. Aloha aku, aloha mai - Aloha given, aloha received

We will provide excellent care with respect, compassion, and kindness for our patients and families, especially those in challenging circumstances

## 2. Pūpūkāhi i holomua - Unite in order to progress #2758

We will seek meaningful and respectful partnerships with individuals, families, communities, and organizations who share in the kuleana of improving well-being

## 3. 'A'ohe pau ka 'ike i ka hālau ho'okahi - All knowledge is not taught in the same school. One can learn from many sources. #203

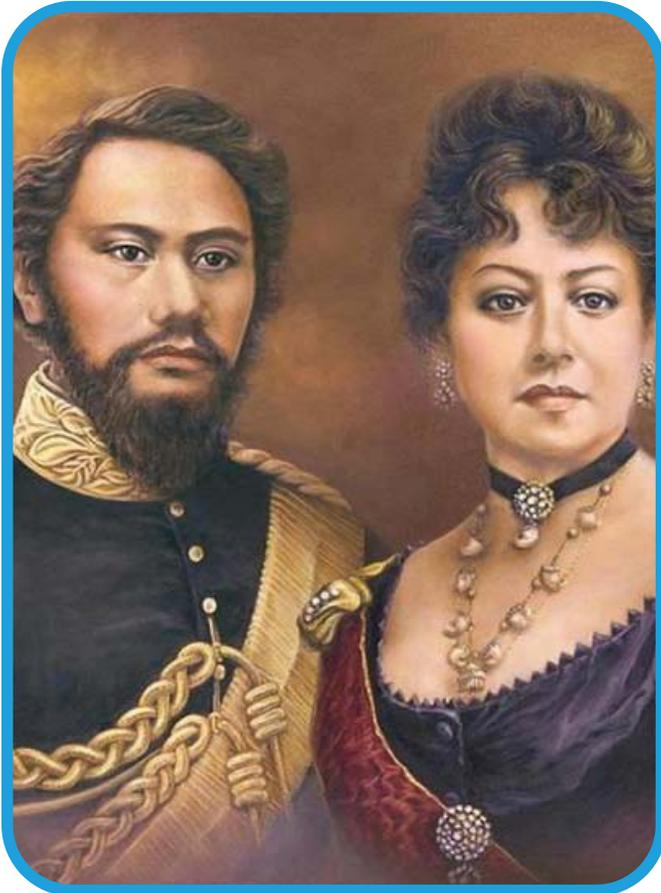
We will integrate Indigenous (ancestral, contemporary) and Western knowledge to promote healing and wellness, incorporating a multi-disciplinary approach in our care delivery

## 4. Ma ka Hana ka 'ike - In working one learns. #2088

We will learn from our experiences and apply our learnings to continually improve our effectiveness and efficiency in achieving positive outcomes.

# Why is the Kahua Ola 2.0 Strategic Plan & Roadmap Important?

## Execution of Kahua Ola Supports Transformational Change & Builds Organizational Capacity to Achieve Our QHS Aspirational Goal



- The COVID-19 pandemic all but erased the slight improvements in the gap in life expectancy for NH, which is now 7 years shorter than Hawai'i's other major racial/ethnic groups.
- The Office of Minority Health reports the leading causes of death among Hawaiians are cancer, heart disease, stroke, and diabetes.
- The 2021 CDC Morbidity and Mortality Weekly Report and the COVID-19 in Hawai'i Report, state that NH (and Pacific Islanders and Filipinos) in Hawai'i are more vulnerable to the COVID-19 virus, demonstrating health disparities and inequities, particularly in geographically isolated regions.
- The 2023 CDC Pregnancy Mortality Surveillance System (PMSS) reported that the highest pregnancy-related mortality ratio in the U.S. was among Native Hawaiians and Other Pacific Islanders at 62.8 deaths per 100,000 live births.
  - These maternal deaths were due to cardiovascular conditions, infection/sepsis, cardiomyopathy, hemorrhage, embolism, hypertension, and stroke.
- The 2021 Health Care Association of Hawai'i, Community Health Needs Assessment identified five (5) significant health needs impacted by the COVID-19 pandemic in Hawai'i: Financial Security, Food Security, Mental Health, Housing, and Trust & Equitable Access.
- Other studies (e.g., 2003 'Imi Pono – Hawai'i Wellbeing Survey; 2023, U.S. Census Bureau, American Community Survey) indicate NH communities often face challenges in accessing healthcare due to factors such as geographical remoteness, cultural preferences, housing instability, and transportation difficulties

**These health disparities indicate the importance and urgency for QHS to meet the mission & intent of our founders.**

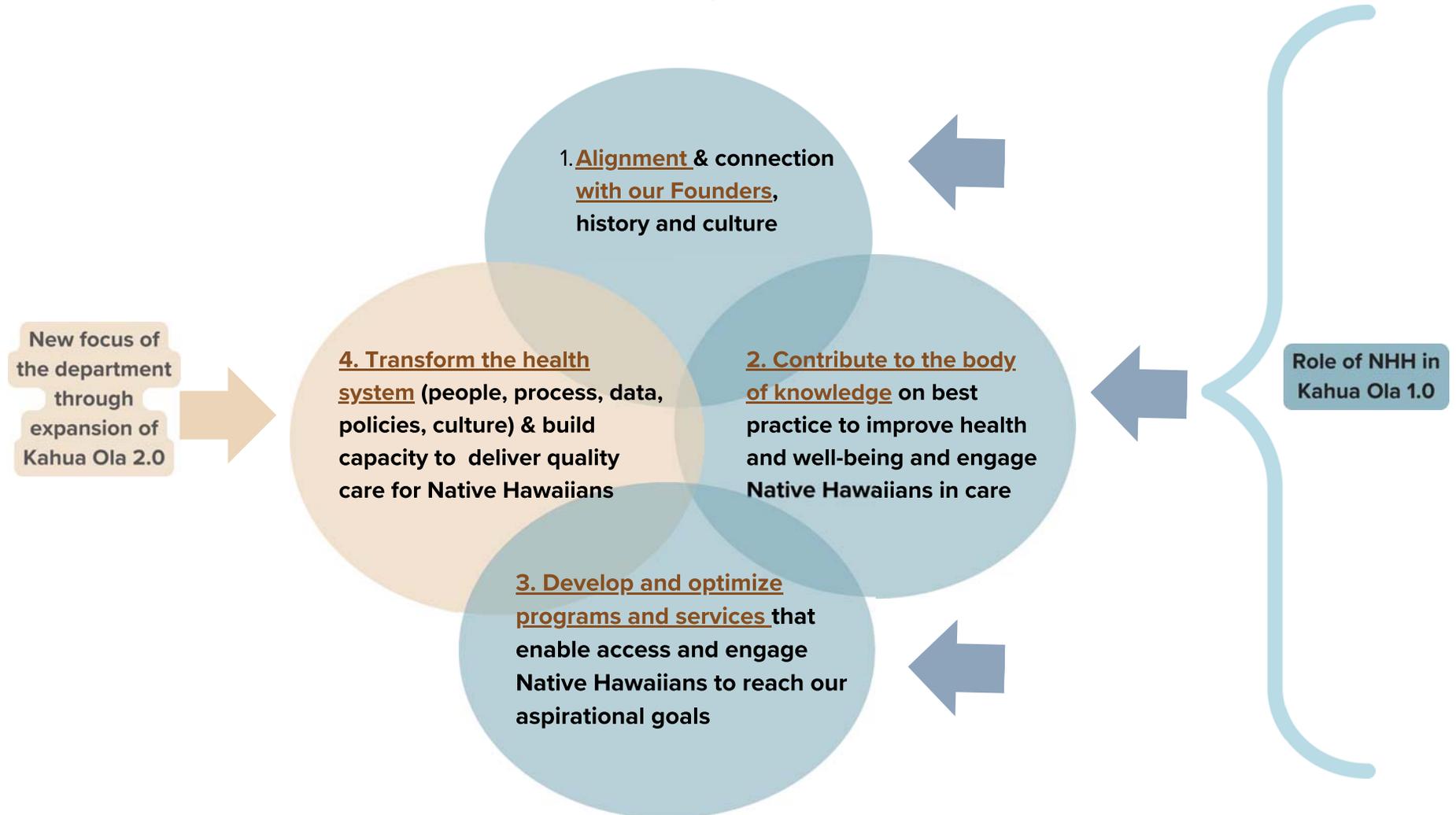
*“Our acts are in vain unless we can stay the wasting hand that is destroying our people. I feel a heavy and special responsibility resting upon me in this matter, but it is one in which you all must share.”*

*~King Kamehameha IV, 1855*

# What is Native Hawaiian Health's Role in QHS

Four Focus Areas

## Native Hawaiian Health Supports Execution & Delivery of Activities through Kahua Ola that Build Capacity, Programs, & Knowledge for QHS to Serve Native Hawaiians & Achieve our Aspirational Goals

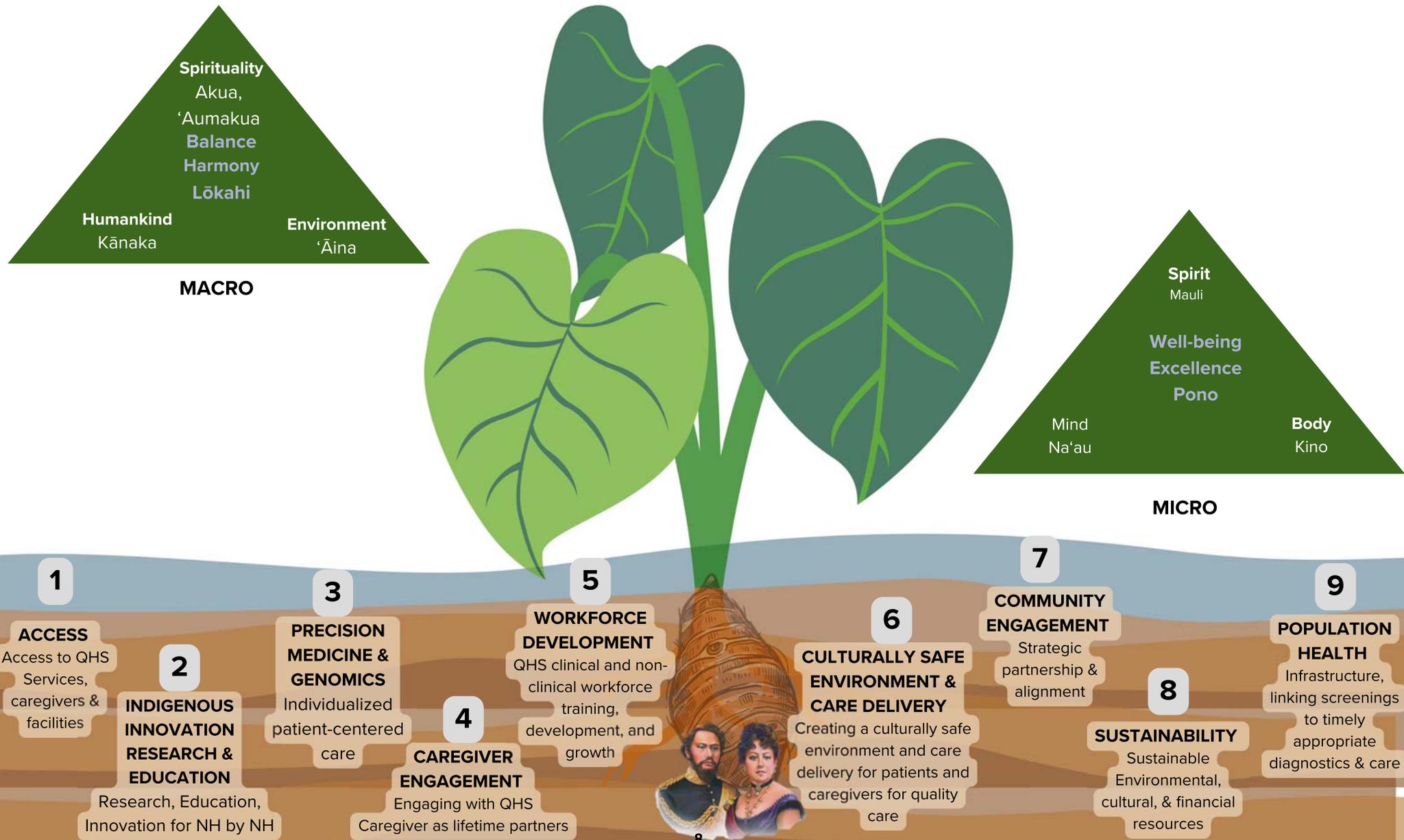


# Kahua Ola Roadmap FY25-FY30

There Are Nine Key Roadmap Components Needed to Execute Kahua Ola Across QHS



The strategic roadmap identifies nine components QHS must have in order to fully execute Kahua Ola and build organizational capacity to attain our aspirational goals. The strategic roadmap proposes a phased approach over 5-years with incremental activities built upon prior action that lead to the next steps of actions or phases.



# Mo'olelo (Story) of the Kalo (Taro) Visualization

Kalo is Used in the Conceptual Representation of the Kahua Ola Roadmap



## Pū'ali kalo i ka wai 'ole.

*Kalo (taro), for lack of water, grows misshapen.*

For lack of care, one may become ill.

'Ōlelo No'eau #2705



According to Hawaiian mythology, Kalo represents Hāloa, the second son of the first couple in the creation chant. Through Hāloa, the human race and Hawaiian people descended. Thus, the Native Hawaiian origin story with the kalo plant at its core, remains a profound symbol of the Hawaiian people, life, sustenance, and cultural perpetuity.

There are over 300 varieties of kalo, representing the diversity of the Hawaiian population we see today. The variety, cultivation and environment of the kalo influences the color, appearance and flavor. There are two types of kalo cultivation, dry land and wetland. Native Hawaiians favored wetland cultivation, which was more productive than dry unirrigated taro gardens. Just as the kalo plant needs proper care, resources, and a healthy environment for optimal growth, the wisdom of our ancestors, as encapsulated in the Hawaiian proverb above, underscores the importance of cultivating a health environment for optimal health and wellbeing of Native Hawaiian people which includes availability and access to resources.

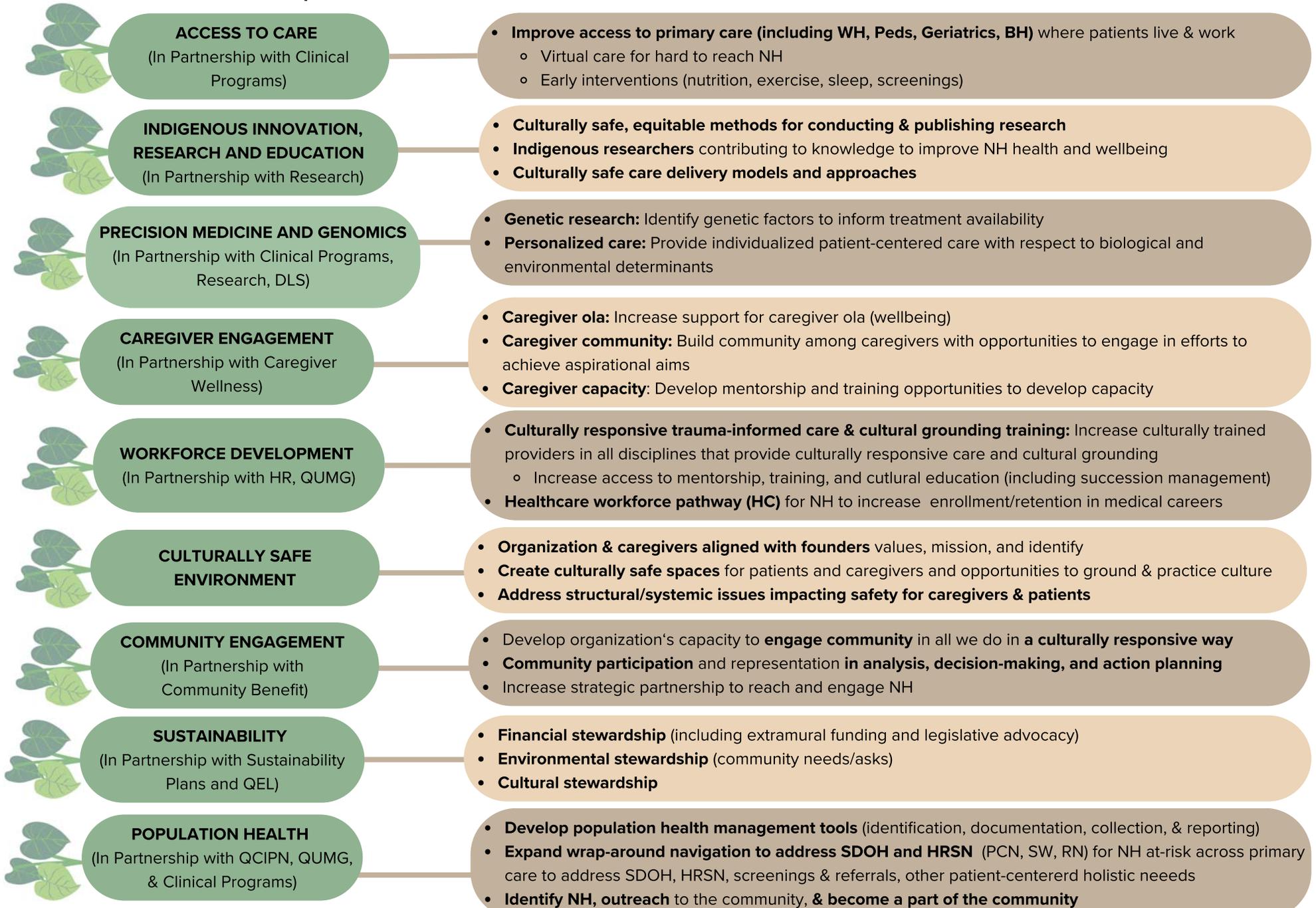
Throughout history, Native Hawaiians have faced numerous social injustices and attempts at cultural erasure, which resulted in disparate health and inadequate living conditions. Despite these hardships, the Native Hawaiian people have demonstrated remarkable resilience, much like the hardy kalo plant, which thrives in various conditions.

Serving as a powerful metaphor for strength, cultural identity, and continuity within the Native Hawaiian community, this kalo plant symbolism resonates deeply when examining the lives and legacies of our beloved founders, Queen Emma and King Kamehameha IV. The leadership of our founders, Queen Emma and King Kamehameha IV, was a testament to the enduring spirit of the Hawaiian people. Their initiatives not only laid the foundation for a healthier society but also fostered a sense of unity and cultural pride that continues to this day. Like the kalo plant, their legacies represent the deep roots and lasting presence of Hawaiian culture, inspiring and sustaining the Hawaiian community 165 years later.

The QHS aspirational aim is a shared kuleana (privilege, responsibility) for our Queen's 'ohana. The Hawaiian terminology for family, 'ohana, is derived from 'ohā, the new shoots of the kalo plant. The 'ohā represents our founders and their mission, which continues to guide this plan as we discuss the roadmap to operationalize Kahua Ola as a QHS 'ohana to achieve our aspirational aim.

### Framework Component

### Focus Areas



# Kahua Ola Roadmap Action Plan

Roadmap Components, Focus Areas, Timeline, FY25 Activities, & Proposed Measures

| Roadmap Component                                                                                                                        | Focus Areas (Inputs)                                                                                                                                                                                                                                            | Activities<br><b>FY25</b>                                                                                                                                                                                                                                                                                                                                                                                          | Outcomes                                                    | Measures (Proposed)                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ACCESS TO CARE</b><br>                                | <ul style="list-style-type: none"> <li><b>Access to high-quality primary care (including Women's Health, Pediatrics, Geriatrics, Behavioral Health)</b> <ul style="list-style-type: none"> <li>Virtual care</li> <li>Early interventions</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>QEC redesign &amp; Kilolani expansion alignment with behavioral health focus</li> <li>Remote Patient Monitoring Program</li> <li>Expansion of Native Hawaiian birthing program (Hawai'i Island); continue planning for West O'ahu</li> <li>Ola Hou I Ka Hula</li> </ul>                                                                                                     | <b>Improved Health &amp; Wellbeing</b>                      | <ul style="list-style-type: none"> <li># of NH served</li> <li>Timely Access e.g., time to schedule, time to referral</li> <li># of NH established with PCP</li> </ul>                                                                     |
| <b>INDIGENOUS INNOVATION, RESEARCH AND EDUCATION</b><br> | <ul style="list-style-type: none"> <li><b>Culturally safe, equitable methods for conducting &amp; publishing</b></li> <li><b>Develop indigenous researchers</b></li> <li><b>Culturally safe care delivery models &amp; approaches</b></li> </ul>                | <ul style="list-style-type: none"> <li>Contract extension with NH 'āina-based researcher</li> <li>Mauliola Ke'ehi Longitudinal Program Evaluation ('āina &amp; health)</li> <li>Continue I Ku'a Na'u (Advanced Care Planning)</li> <li>Culturally responsive program survey development &amp; NH Focus Groups</li> </ul>                                                                                           | <b>Contribute to the body of knowledge on best practice</b> | <ul style="list-style-type: none"> <li># of projects or research studies</li> <li>Published or actionable findings</li> <li># of indigenous researchers or partners</li> <li>Policies, methods in place</li> </ul>                         |
| <b>PRECISION MEDICINE &amp; GENOMICS</b><br>            | <ul style="list-style-type: none"> <li><b>Genetic Research</b></li> <li><b>Personalized Patient Centered Care</b></li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>Build Department &amp; Team</li> <li>Data protection, management, sovereignty planning</li> </ul>                                                                                                                                                                                                                                                                           | <b>Develop and optimize programs and services</b>           | <ul style="list-style-type: none"> <li>Department developed, team hired.</li> <li># of completed studies</li> <li># of redesigned programs, protocols, CPMs</li> <li># of patients served through individualized plans</li> </ul>          |
| <b>CAREGIVER ENGAGEMENT</b><br>                        | <ul style="list-style-type: none"> <li><b>Caregiver ola (wellbeing)</b></li> <li><b>Build caregiver community &amp; engage in efforts</b></li> <li><b>Build caregiver capacity (mentorship, training)</b></li> </ul>                                            | <ul style="list-style-type: none"> <li>'Āina-based contracts to support experiential learning for caregivers.</li> <li>Access to experiential learning opportunities (e.g., wahi pana, work days).</li> <li>NHH Succession management &amp; mentorship</li> <li>Physician &amp; Resident Orientation/Education</li> </ul>                                                                                          | <b>Empowered Individuals &amp; Families</b>                 | <ul style="list-style-type: none"> <li># of caregivers engaged in strategy</li> <li># of cultural contracts executed</li> <li># of experiential learning opportunities</li> <li># of forums, groups, tools to assess engagement</li> </ul> |
| <b>WORKFORCE DEVELOPMENT</b><br>                       | <ul style="list-style-type: none"> <li><b>Culturally responsive care and cultural grounding training</b></li> <li><b>Healthcare workforce pathways (HC) for NH</b></li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>JABSOM DNHH contract amendment: 'Imi Ho'ōla &amp; NHCOE</li> <li>KCC Allied Health Scholarship</li> <li>Native Hawaiian Health Internal Medicine Residency Program 2-Week Immersive Cultural Curriculum Roll-out (1st cohort)</li> <li>KŪ-A-KĀNAKA Pā'ihī Curriculum Development &amp; Roll-out (1st Cohort)</li> <li>Cultural education &amp; training requests</li> </ul> | <b>Culturally Responsive Care Delivery</b>                  | <ul style="list-style-type: none"> <li># of curriculums deployed</li> <li># of caregivers trained or certificates earned</li> <li># of scholarships</li> <li># of caregivers who return to workforce</li> </ul>                            |

# Kahua Ola Roadmap Action Plan

Roadmap Components, Focus Areas, Timeline, & Activities

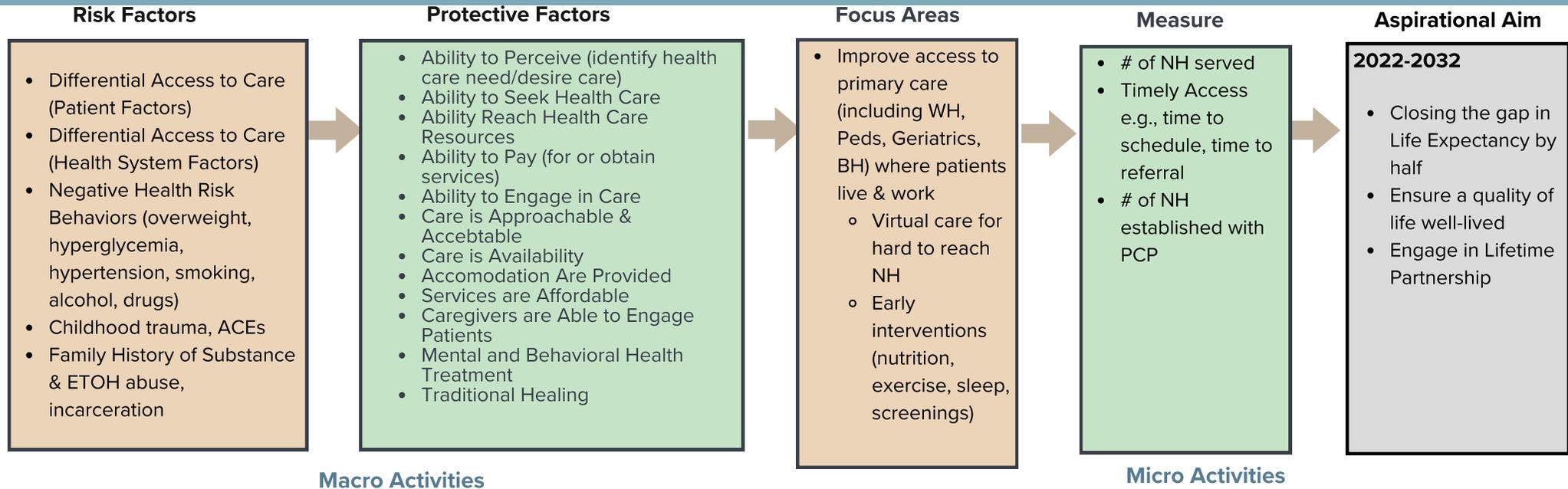


| Roadmap Component                      | Focus Areas (Inputs)                                                                                                                                                                                                                                                          | Activities<br><b>FY25</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Outcomes                           | Measures (Proposed)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CULTURALLY SAFE ENVIRONMENT</b><br> | <ul style="list-style-type: none"> <li>• <b>Organization &amp; caregivers align with founders</b></li> <li>• <b>Create culturally safe spaces</b></li> <li>• <b>Address structural/systemic issues impacting caregiver/patient safety</b></li> </ul>                          | <ul style="list-style-type: none"> <li>• Expand Cultural Design integration Process</li> <li>• Cultural Consultation on Acquisitions &amp; Development</li> <li>• Partner on culturally responsive communications strategy</li> <li>• Partner on vision for Ambulatory Transformation</li> <li>• Reopening of The Queen's Historical Room</li> <li>• Policy Review (e.g., Blessings &amp; Pīkai)</li> <li>• E 'Ōpū Ali'i Digital Platform for Caregivers</li> <li>• Heritage &amp; Cultural Activities, Events, and Publications (e.g., He Momi)</li> <li>• Hawaiian language support</li> <li>• Ceremonial, Cultural, &amp; Spiritual Requests (i.e. Pīkai, Blessings, Team-Building)</li> </ul> | <b>Alignment with our Founders</b> | <ul style="list-style-type: none"> <li>• # of completed projects or activities</li> <li>• # of cultural requests fulfilled</li> <li>• # of caregivers with cultural awareness/trauma informed care training</li> <li>• Increased # of culturally safe spaces</li> <li>• Increased # of caregivers trained in mission, legacy, &amp; founders</li> <li>• Increased # of caregivers teaching others about mission, history &amp; legacy</li> <li>• Accurate translation and use of 'ōlelo Hawai'i</li> </ul> |
| <b>COMMUNITY ENGAGEMENT</b><br>        | <ul style="list-style-type: none"> <li>• <b>Engage community in culturally responsive ways</b></li> <li>• <b>Community participation in analysis, decision-making, and action planning</b></li> <li>• <b>Increase strategic partnership to reach and engage NH</b></li> </ul> | <ul style="list-style-type: none"> <li>• Community leaders engagement (Moloka'i, West O'ahu, Waialua)</li> <li>• Health Fairs &amp; Community Service (e.g., homestead regions).</li> <li>• Dedicated Enterprise Access Line Monitoring for Lydia House (at-risk NH youth) to expand to other populations in future years</li> <li>• Planning for partnership with Liliu'okalani Trust/Liliu'okalani Center to become a lifetime provider of choice for program participants</li> </ul>                                                                                                                                                                                                           | <b>Transform the Health System</b> | <ul style="list-style-type: none"> <li>• # or \$ of extramural or partnership funding</li> <li>• # of community partnerships or leaders</li> <li>• strategy/business plan/methods complete</li> <li>• Increased # of community forums for input</li> </ul>                                                                                                                                                                                                                                                 |
| <b>SUSTAINABILITY</b><br>              | <ul style="list-style-type: none"> <li>• <b>Financial stewardship</b></li> <li>• <b>Environmental stewardship</b></li> <li>• <b>Cultural stewardship</b></li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>• Build team with technical expertise</li> <li>• Synthesize community feedback</li> <li>• NH Legislative &amp; advocacy strategy</li> <li>• NHH financial sustainability strategy</li> <li>• Apply for extramural funding</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Transform the Health System</b> | <ul style="list-style-type: none"> <li>• # or \$ of extramural funding</li> <li>• # of community partnerships or leaders</li> <li>• strategy/business plan/methods complete</li> </ul>                                                                                                                                                                                                                                                                                                                     |
| <b>POPULATION HEALTH</b><br>           | <ul style="list-style-type: none"> <li>• <b>Population health management tools</b></li> <li>• <b>Expand navigation/Team-Based Care</b></li> <li>• <b>Identify Native Hawaiian and outreach</b></li> </ul>                                                                     | <ul style="list-style-type: none"> <li>• Population Health Alignment with Queen's Care Coalition &amp; Queen's Clinically Integrated Physician Network (QCIPN)</li> <li>• Nā Pua Kaiona Expansion (QDEC, Cardiac)</li> <li>• Health Equity Dashboard</li> <li>• Native Hawaiian Data Registry</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                          | <b>Transform the Health System</b> | <ul style="list-style-type: none"> <li>• % of data sources integrated into EPIC/HP</li> <li>• % of patients accurately identified and stratified into appropriate risk categories</li> <li>• Completion score of patient records</li> <li>• % improvement in key health outcomes</li> </ul>                                                                                                                                                                                                                |



# Kahua Ola Roadmap Detailed Logic and Future Proposed Activities for FY26-FY30





- Support culturally responsive redesign of primary care to provide care where patients work and live
- Expand behavioral health access or integration in primary care for high-risk NH (i.e. QEC)
- Partner with MFM to expand maternal fetal care - focused first phases of expansion on Hawai'i Island & West O'ahu to reduce maternal fetal mortality
- Executed contract with RCUH to provide telehealth & RPM to NH on homestead
- Expand access to nutrition & dietician support to address risk factors upstream
- Expand virtual care capability ( e.g. RPM) for hard to reach NH in strategic regions
- Improve culturally responsive communication & marketing for broader awareness of available services
- Partnerships with ali'i organizations or NH serving organizations to improve access point for NH (i.e., Lili'uokalani Trust/Lydia House, Kamehameha Schools, DHHL).
- Develop culturally responsive patient tools/surveys to measure satisfaction, trust, and identify needs.

- Develop multi-disciplinary teams (RN, SW, CHW) to provide comprehensive case management to address patients HRSN & care continuity.
- Develop cultural program(s) and landscaping at Kahi Mohala
- Increase patient access to telehealth tools and technology (particularly in rural areas like Hawai'i, Maui, Moloka'i).
- Expand access on Hawai'i/Moloka'i to cancer, stroke, heart failure, diabetes treatments
- Expand Hawaiian birthing program (Kā Lahui o ka pō) on Hawai'i Island as demonstration to scale to other locations including expanding partnership for access to La'au Lapa'au close to patient's home
- QEC Redesign & Kilolani Expansion Alignment with Behavioral Health focus
- Partnership to support Asset Limited Income Restrained Employed (ALICE)
- Geriatric (prevention, promotion, aging well at home)
- Expand access to dietician, nutrition support
- Ola Hou I Ka Hula



MACRO



MICRO

### Risk Factors

- Disempowered, oppressed
- Historical mistrust
- Data exploitation
- Cultural exploitation

### Protective Factors

- Representation in research, education, innovation spaces
- NH voice to inform narratives about NH
- Trust & Transparency
- Data ownership

### Focus Areas

- Develop culturally safe, equitable policies and procedures for conducting & informing research
- Develop indigenous researchers to add to contribute to the body of knowledge to improve health and wellbeing of NH
- Culturally safe care delivery models & approaches

### Measure

- # of projects or research studies
- Published or Actionable findings
- # of indigenous researchers or partners
- Policies, methods in place

### Aspirational Aim

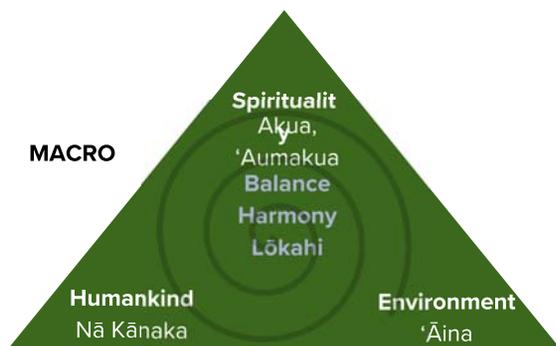
- 2022-2032**
- Closing the gap in Life Expectancy by half
  - Ensure a quality of life well-lived
  - Engage in Lifetime Partnership

### Macro Activities

- Develop FAIR and CARE Data & Research Policies & Procedures for Indigenous Peoples
- Assess guidelines and standards to ensure NH inclusivity and voice to inform narrative about NH health and wellbeing
- Define Kānaka 'Ōiwi measures

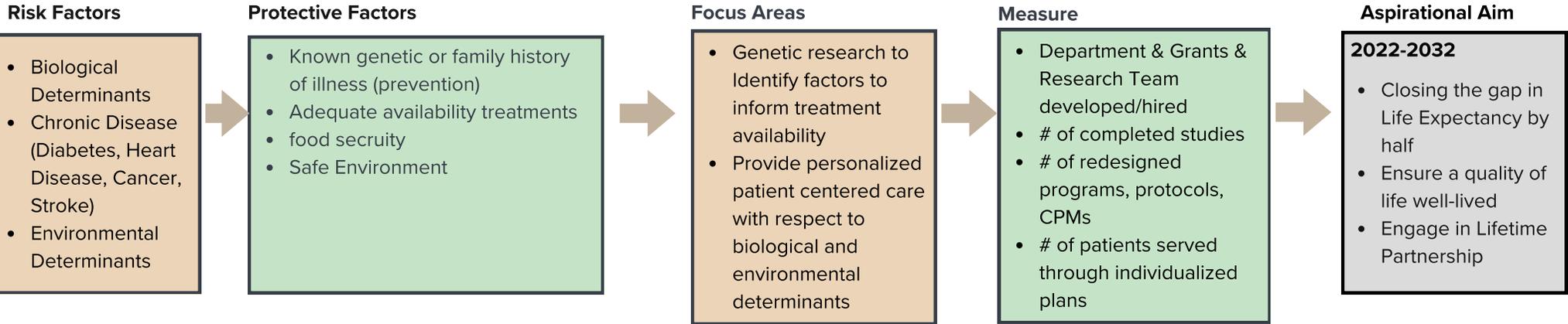
### Micro Activities

- Expand existing contract with NH researcher to support culturally responsive survey development to understand NH needs, wants, preferences and other factors (like trust) impacting access or engagement
- Mauiola Ke'ehi Logitudinal Program Evaluation ('āina & health)
- Strategic recruitment of post-docs and other research fellows through NHH Grant and Research Department to apply for health equity research grants to fund innovative projects to improve NH wellbeing.
- Continue I Kua Na'u for Support for Culturally Responsive Advanced Care Planning
- Culturally responsive program survey development & NH Focus Groups



# Precision Medicine & Genomics: Individualized Patient - Centered Care

## Detailed Logic

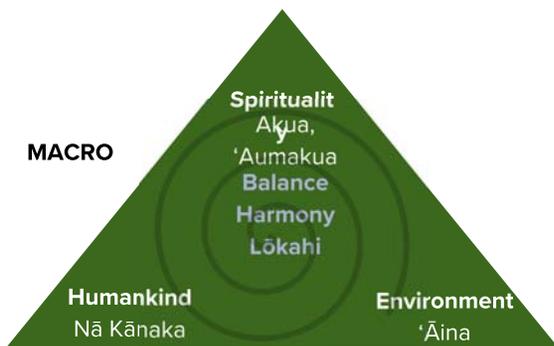


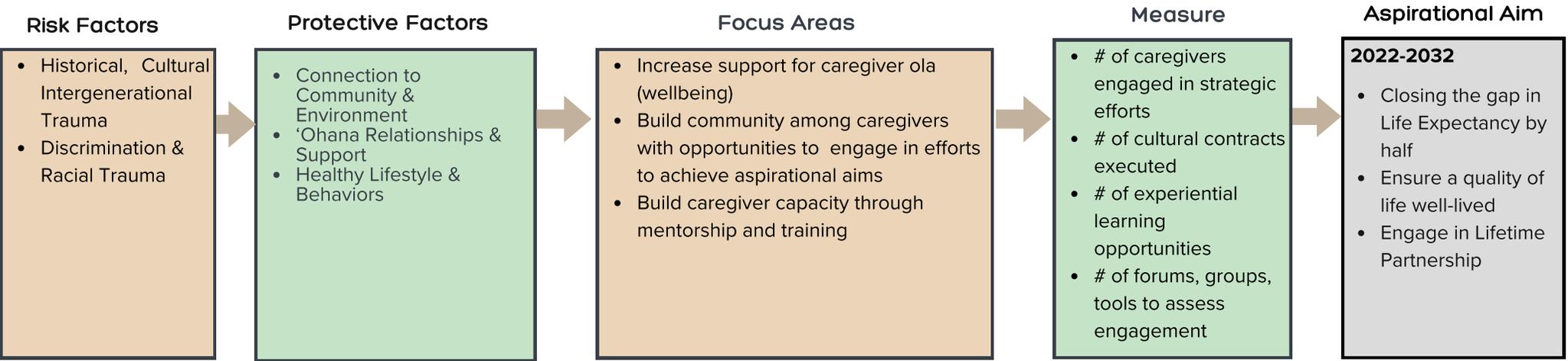
### Macro Activities

- Develop inventory of Hawaiian health issues that may benefit from Genomics
- Assess and identify modern techniques/technologies (i.e. Artificial Intelligence)
- Develop plan/strategy for data protection, management, and sovereignty.

### Micro Activities

- Build Native Hawaiian Grants, Research, Precision Medicine & Genomics department and team.
- Execute and Implement Senior Scientist contract to develop department strategy
- Engage NH in focus groups to understand community needs, priorities, and perceptions to inform data sovereignty, protection, management and sharing protocols



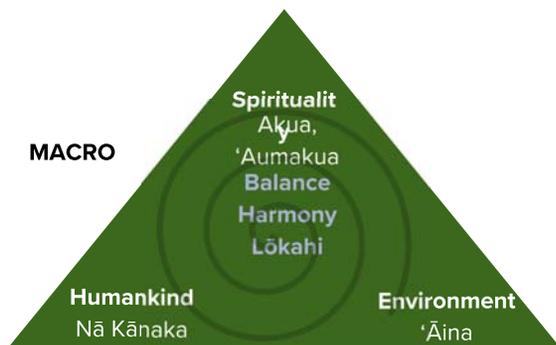


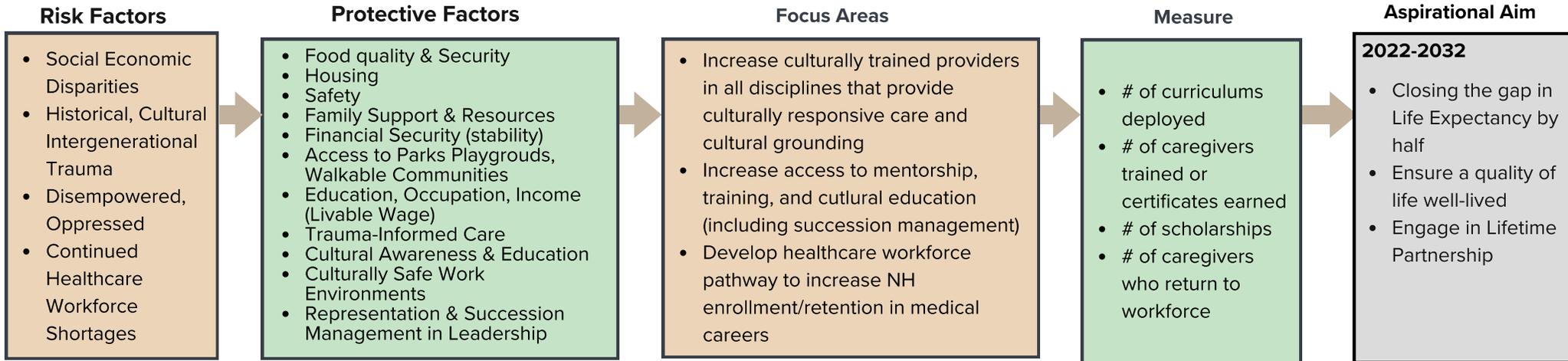
**Macro Activities**

- Development to facilitate robust welina mai at onboarding.
- Develop infrastructure to support spiritual/cultural wellbeing support for caregivers
- Develop tools/surveys to measure and assess cultural safety for patients....
- Mobilize workforce with a collective call to action to achieve aspirational aim
- NHH Succession management & mentorship

**Micro Activities**

- Develop a pool of physician champions (NH and Non-NH) to work on PI projects or grants to move us closer to our aspirational aim.
- Convene various hui of multi-disciplinary champions (i.e. providers, RN etc) to champion and expedite efforts and mentor/educate next generation of health care leaders Strategic
- Prioritize caregiver voice/input and develop process for mutual feedback and engagement
- Continue/expand cultural protocol, grounding (e.g., pīkai) where needed for caregivers
- Expand NHH or QHS capacity to support caregiver requests/need for spiritual, cultural, team-building support across QHS'Āina-based contracts to support experiential learning for caregivers.
- Access to experiential learning opportunities (e.g., wahi pana, work days).



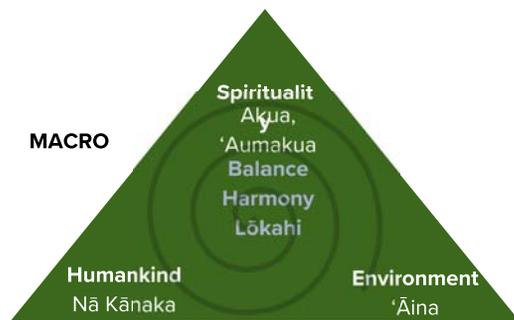


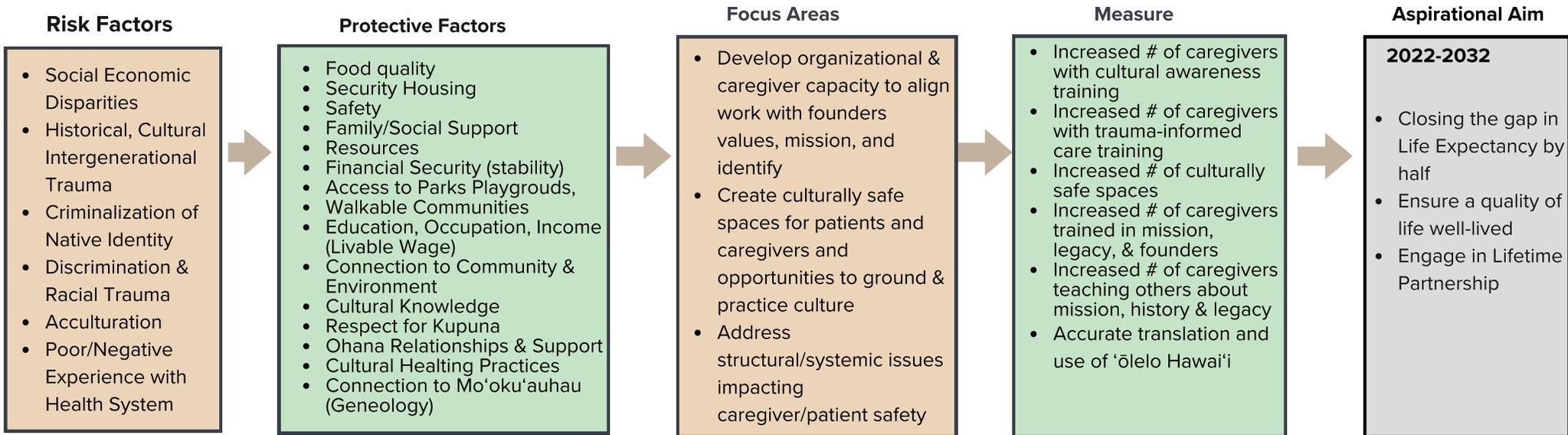
### Macro Activities

- Renegotiate JABSOM DNHH contract to increase number of NH physicians through 'Imi Ho'ōla and NHCOE
- Partnership with HR to develop health care workforce pathways for NH (i.e. Kamehameha Schools, Charter schools, DOE)
- Partnership with HR to develop a Queen's scholarship program with payback requirement that grounds our caregivers in the mission & founders
- Develop strategic pathway for population health focused positions (community based RN, SW, Navigators) with strategic partners (e.g., Lydia House, Pu'uhonua o Waianae) including expanded skill set for behavioral health integration
- **Trauma-informed care cultural curriculum for front-line caregivers at all entry points**
- Representation in Leadership or Decision Making comparable to patient population
- Succession management planning and focus for internal advancement to minimize resources
- Support for rural health residency rotation with cultural component

### Micro Activities

- Expand NHH team to support expanding system-wide educational offerings.
- Develop & deploy 2-week Cultural Immersion Curriculum for Internal Medicine Residents that can be expanded to other front-line caregivers
- Develop & deploy cultural awareness curriculum across QHS for all (i.e. Kū a Kanaka contract)
- Expand access to experiential learning opportunities (e.g., wahi pana, community work days).
- Partner with Human Resources to promote and incentivize professional development for those who are committed to working in healthcare and underserved populations (i.e., continuing education, licensure, etc.)
- Establish internship/externship opportunities within NHH, partnering with NH community organizations to provide practical experience and expose students to health and wellbeing challenges and solutions to their specific communities
- Continue supporting KCC Allied Health Scholarships





- Expand Queen’s Historic Room for access across QHS via digital catalogue to all entities for access to history/heritage of Queens
- Partner internally to develop and coordinate a communications and marketing strategy/plan or process (including social media) for culturally responsive communication.
- Partner to complete & expand the cultural design integration process for future capital, achitecture design development projects to design culturally responsive physical environments
- Trauma informed care training at all access points
- Partner on cultural vision for Ambulatory Transformation
- Provide accurate ‘Ōlelo Hawai’i translations, spelling, and Hawaiian wayfinding at all QHS facilities for education on sense of place across the system
- Assess and/or revise policies through a cultural lens
- Adequate NH patient/family representation to inform clinical care (e.g., PFAC).
- Build capacity of provider/clinic to assess need and makes appropriate referrals to traditional healing where appropriate
- Develop kānaka ‘ōiwi measures
- Policy Review



- Builds NHH capacity and expand team to support expanding cultural requests & spiritual support (i.e. pīkai)
- Create culturally safe ‘ōlelo Hawai’i standards for marketing & communications & hire dedicated support (staff/contract) to support ongoing translation & review
- Improve availability/access to NH spiritual support for patients in the hospital
- Staff training on trauma informed care at all access points.
- Support culturally integration process for Kahi Mōhala and all future acquisitions.
- Develop systematic process to receiving patient and caregiver feedback, particularly in NH programs
- Heritage & Cultural Activities & Events



### Risk Factors

- Disempowered, oppressed
- Racial Discrimination
- Historical Mistrust
- Structural Barriers
- Organizational Barriers
- Socioeconomic Barriers

### Protective Factors

- Strong Social Support Networks (Family/Community Cohesion)
- Cultural Reclamation
- Education and Health Literacy
- Accessible Healthcare Services
- Culturally responsive health care options available
- Trust and Transparency
- Economic Stability
- Infrastructure and Resources
- Effective Leadership and Governance
- Positive Health Behaviors and Attitudes

### Focus Areas

- Develop organization capacity to engage community in all we do in a culturally responsive way
- community participation and representation in analysis, decision-making, and action planning
- Increase strategic partnership to reach and engage NH

### Measure

- # or \$ of extramural or partnership funding
- # of community partnerships or leaders
- strategy/plan complete
- Increased # of community forums for input

### Aspirational Aim

#### 2022-2032

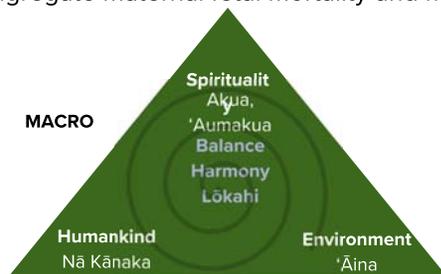
- Closing the gap in Life Expectancy by half
- Ensure a quality of life well-lived
- Engage in Lifetime Partnership

### Macro Activities

- Expand strategic partnership with ali'i and other NH serving organizations (in areas of alignment like Native Hawaiian Data & Research Center & NH serving orgs) to achieve aligned priorities & goals
- Expand partnerships with 'āina-based organization for access to 'āina for health and wellbeing.
- Complete strategic community leaders meeting engagement of specific communities with a large populations of NH or areas with homestead (i.e. Waimānalo, Moloka'i, West O'ahu, Hawai'i)
- Expand community engagement to understand health needs in Maui and Kaua'i given disparities among NH in those regions.
- Develop a QHS system-wide community engagement strategy that includes lessons learned from prior community engagement sessions.
- Develop and execute a legislative strategy with NH specific priorities to address structural racism and health equity issues
- Culturally responsive community engagement for all new developments, buids, capital efforts.
- Partner to better support the ALICE population of NH and single mothers with children.
- Partner with DOH to disaggregate maternal fetal mortality and morbidity data.

### Micro Activities

- Expand NHH team capacity through staffing plan, and partnership,
- Develop ongoing structure, process for community input (i.e. regional steering committees) particularly in regions with large population of NH
- Continue to partner with NH leaders as applicable as outcome of community engagement
- Expand partnership/leverage external resources to provide cultural training (e.g., Papa Ola Lōkahi, 'Aha Hui o nā Kauka).
- Health Fairs & Community Service (e.g. homestead regions)
- Dedicated Enterprise Access Line Monitoring for Lydia House (at-risk NH youth)
- Planning for partnership with Liliu'okalani Trust/Liliu'okalani Center to become a lifetime provider of choice for program participants



### Risk Factors

- Colonization, Stress, Loss of Land
- Discrimination of Native Practices
- Social & economic disparities
- Financial pressure on Queens to finance

### Protective Factors

- Access to land & resources
- Awareness, acknowledgement and support for cultural practice
- Food Quality & Security
- Housing
- Safety
- Family Support & Resources
- Financial Security (stability)
- Access to Parks Playgrounds, Walkable Communities
- Education, Occupation, Income (Livable Wage)
- Connection to 'āina
- Cultural Knowledge, respect for kupuna practice and 'āina
- Shared kuleana across orgs
- Coordinated efforts state-wide

### Focus Areas

- Financial stewardship
- Environmental stewardship
- Cultural stewardship

### Measure

- # or \$ of extramural funding
- # of community partnerships or leaders
- strategy/business plan/methods complete
- Increased # of community forums for input

### Aspirational Aim

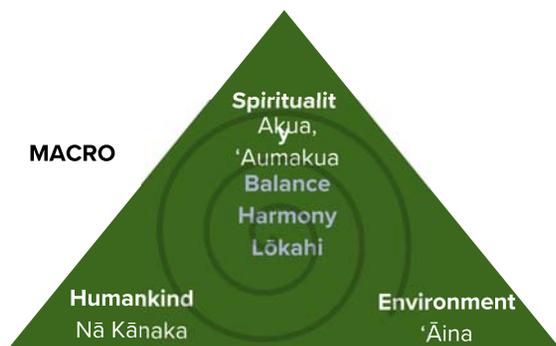
- 2022-2032**
- Closing the gap in Life Expectancy by half
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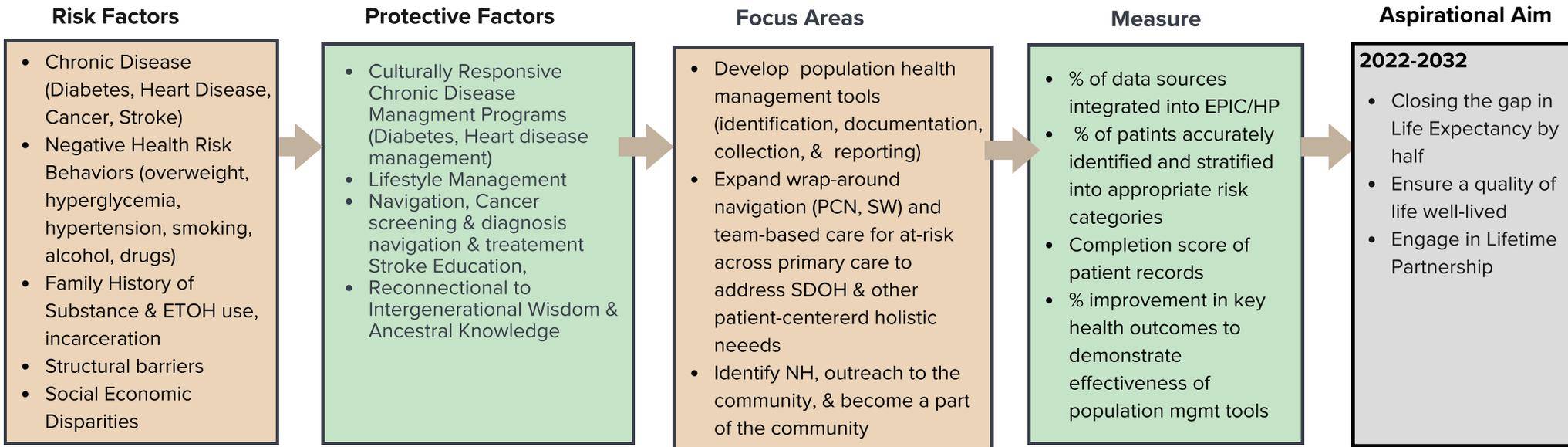
### Macro Activities

- Develop grant & research department to aggressively seek & apply for extramural funding focused on health equity for Hawaiians to reach our aspirational aim.
- Develop financial business plan which includes diverse funding sources & shared risk to achieve aspirational aim.
- Support QEL and leadership to develop & evolve a environmental stewardship strategy to steward Queen's owned land and promote 'āina stewardship principles, processes, & practice across Queens
- Increase partnership with local food vendors to support local food production.
- Legislative advocacy prioritizing financial, environmental, and cultural stewardship.

### Micro Activities

- Expand opportunities for caregivers and patients to reconnect to 'āina for spiritual, emotional health and wellbeing
- Collect community feedback on sustainability priorities & environmental stewardship in each community & partner as applicable
- Increase access to farm-to-table healthy foods for patients and families
- Build team with technical expertise
- Synthesize community feedback



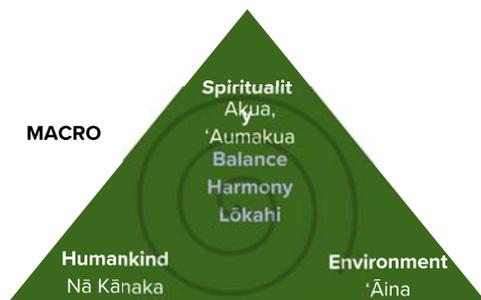


### Macro Activities

- Expand team based care (i.e., community based navigation, RN, social work) across primary care/ambulatory sites with strategic focus (i.e., link patients to screenings, diagnostics, and f/u specialty care and navigate complex health system barriers or HRSN./SDOH)
- Integrate nutrition and exercise health education across primary care sites
- Expand partnerships to offer screenings and f/u care where NH live and work (i.e. FQHC/Schools)
- Expand wrap around support to key specialties across QHS to address leading causes of death for Hawaiians (i.e. Diabetes, Heart Disease, Stroke, Cancer).
- Develop population health management data & reporting infrastructure (i.e., NH Data Registry, epic optimization for data collection & relevant data reports such as SDOH/HRSN)
- Health equity dashboard development in partnership with Quality, health catalyst, and NH researchers
- Continue root cause analysis on clinical programs to improve infrastructure, processes
- Population Health Alignment with Queen's Care Coalition & Queen's Clinically Integrated Physician Network (QCIPN)

### Micro Activities

- Improve wait time/referral conversion rate for key specialties address 5 leading causes of death (heart disease, diabetes, cancer, stroke)
- Peer support groups
- Access to navigation & case management to address patient factors or health related social needs (i.e., transportation, social support, financial insecurity, domestic violence etc...)
- Language access, and culturally accurate translation, messaging, and education
- Expand virtual access (or PODs) for difficult to reach NH
- Nā Pua Kaiona Expansion (QDEC, Cardiac)



## ASPIRATIONAL GOALS

**Closing the gap in Life Expectancy by half**  
**Ensure a quality of life well-lived**  
**Engage in Lifetime Partnership**



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NATIVE HAWAIIAN HEALTH  
----- THE QUEEN'S HEALTH SYSTEMS -----

