



Healthcare workers from Hale Ola Kino received their COVID-19 vaccine to protect their patients, coworkers, and families.

FY 2021 MEMBER VALUE



President's Message



The COVID-19 pandemic dominated HAH's work during FY2021, and as we enter FY2022 it remains a big part of what we do to support you, our members.

In the past fiscal year we all faced the worst part of the COVID-19 surge in Hawaii. We scrambled to find sufficient PPE, our hospital beds filled with patients, our healthcare staffing was stretched thin, and our nursing homes were working hard to minimize outbreaks caused by community spread of the virus.

We were there with you each step of the way, securing traveler healthcare staffing, searching for bed capacity in hospitals and nursing homes, and ensuring you had enough PPE. We made sure there was sufficient supply of medicines such as the antiviral drug Remdesivir and monoclonal antibody therapies such as Bamlanivimab.

Then, we worked with you to coordinate the COVID-19 vaccine supply, and assisted you in putting as many shots in arms as safely and quickly as possible. We continue to work on pandemic issues, such as providing legal support on vaccine mandate policies, and working with government and community partners to vaccinate harder to reach populations such as kūpuna, geographically isolated individuals, and non-English speakers.

We embarked on some other new initiatives, such as a perinatal collaborative to improve outcomes for pregnant women and coding and tracking social determinants of health. We worked with you and our legislators to successfully renew our hospital and nursing homes sustainability programs for another two years. And we pivoted early in the pandemic to virtual meetings on a much more frequent cadence to better stay in communication, while moving much of our team to working from home.

It has been our privilege and honor at HAH to pivot, innovate, and work tirelessly alongside each of you and your teams. We will continue to do so for as long as this pandemic lasts, and beyond. Through this all, we thank you for your membership, for your collaboration, and your feedback and support, as we have worked together to protect the people of Hawaii.

Aloha,

A handwritten signature in black ink that reads "Hilton R. Raethel". The signature is written in a cursive, flowing style.

Hilton R. Raethel, MPH, MHA
President and CEO

Advocacy



HAH Advocacy Day fireside chat with Rick Pollack from AHA and Hilton Raethel

On the state level, HAH was very active in advocating for the priorities of HAH members and securing critical funding and policy changes to help providers continue their response to the pandemic. When the state experienced a surge, HAH worked with the state to secure \$20 million in CARES Act dollars to bring in critical staff. We were also able to secure \$3 million in CARES Act funding from the City and County of Honolulu to support long-term care facilities. Early on in the pandemic, HAH staff also closely watched the governor's proclamations and helped to secure waivers for providers to allow them to more easily care for patients during this difficult time.

Going into the 2021 legislative session, the budget shortfall was top of mind, and it seemed as if cuts and additional fees were inevitable. The infusion of approximately \$1.5 billion into the state's budget avoided the biggest of the cuts, meaning that hospitals would not have to pay an additional fee as part of the hospital sustainability program to help cover the Medicaid budget shortfall. The hospital sustainability program, along with the nursing facility sustainability program—two of our major priority bills—were both reauthorized for an additional two years. These programs provided a net benefit for hospitals of \$108.1M and nursing facilities of \$13.6M in FY2020, and are projected to provide a net benefit of \$133.1M for hospitals and \$15.1M for nursing facilities in FY2021. The increases in net benefit from FY2020 to FY2021 can in part be attributed to the enhanced federal match as authorized by the Public Health Emergency (eFMAP), but also to the redesign of the programs to ensure the maximum value of the program itself is realized. Another priority bill that clarified that physicians can establish a patient-provider relationship via telehealth also passed with wide community support.

We were also able to push back on bills that would have negatively affected our members. For example, we were able to stop a bill that would have created burdensome, ineffective new regulations on long-term care facilities related to infection control and prevention. We were also able to work with legislators to help provide information and education on bills related to equity in healthcare. While these bills were important in their focus on ensuring that vulnerable patients are taken care of, the specific policy goals were not helpful in resolving concerns and would have created more financial burdens for facilities. Lastly, we were able to ensure that the special funds created for the sustainability programs were fully protected from being raided.

On the federal level, we were able to advocate strongly on behalf of provider relief funds for members, and for continuing needed flexibilities provided by CMS. We were heartened to see that, after many years of advocacy, Medicaid benefits were restored for individuals from the Compact of Free Association. We will continue to push strongly for increased reimbursement for members, workforce initiatives, and other federal priorities as needed.

Reimbursement



During the COVID-19 pandemic many hospitals, nursing facilities, assisted living facilities, type II adult residential care homes, home health agencies and hospices experienced financial loss. To address the fiscal burden, Congress authorized over \$178B in Provider Relief Funds (PRF) through the CARES and American Rescue Plan Acts for healthcare providers to cover additional expenses and losses incurred due to the COVID-19 Public Health Emergency (PHE), which continues to affect us all today.

HAH has assisted its members in monitoring federal reporting and other requirements for appropriate use of the relief funds while also advocating for better and clearer reporting and auditing requirements and standards.

Throughout FY2021, HAH additionally:

- Tracked PRF tranches and targeted distributions to ensure that HAH members received maximum aid available.
- Produced weekly Public Health Emergency (PHE)-related finance, reimbursement and regulatory updates to hospital CFOs and post-acute care leadership committees through CY2020.
- Identified and communicated emerging and evolving reporting and auditing requirements for the PRF and other government-sponsored funding opportunities.
- Remodeled and communicated Provider Tax Programs to account for:
 - 1) PHE Federal Medical Assistance Percentage (FMAP) enhancements,
 - 2) the Med-QUEST proposed transition to Inpatient DRG Reimbursements, and
 - 3) a tiered tax structure.
- Renegotiated Med-QUEST Hospital Pay-for-Performance (P4P) terms for FY2021 to minimize the reduction in funding for the program in light of the increased state Medicaid population and decreased state budget.

Healthcare Workforce Initiative



L-R: Lillie Sorrell and Scott Miller, traveling nurses working at Kuakini Medical Center

At the height of the coronavirus pandemic HAH focused on developing several surge staffing solutions. In September, HAH assisted the Hawaii Emergency Management Agency (HI-EMA) with the deployment of a federal medical team. A group of medical professionals with the U.S. Public Health Service Commissioned Corps and the Veterans Health Administration served for two weeks at Kuakini Medical Center and The Queen's Medical Center, until contracted staff could begin longer assignments.

Here are some additional ways that HAH strengthened Hawaii's healthcare workforce during the pandemic:

- In partnership with the Hawaii Department of Health (DOH) and ProLink Staffing, HAH secured and managed \$14.3M to provide supplementary staffing for our members. The contract included a two-wave deployment of over 260 contracted traveler nurses and respiratory therapists to 10 hospitals statewide, 14 long-term care facility strike teams totaling 50 clinicians, and 12 long-term care education and training teams of 10 highly skilled nurses deployed to prepare facilities for any potential outbreaks.
- HAH collaborated with the Hawaii State Center for Nursing (HSCN) to collect information from over 1,200 available nurses, recent graduates and students for a nurse call for employment. Over 25 organizations received the list of available nurses and over 52 respondents were hired to assist with surge and COVID-19 vaccination efforts.
- We coordinated member participation in CARES Act funded nurse aide training courses for displaced workers through the "Oahu Back to Work" program resulting in 21 post-acute nurse aide member hires.
- Supported Kapiolani Community College's Rapid Healthcare Education Programs (RHEPs).
- Advocated in support of federal and state healthcare workforce waivers and exemptions.

HAH also participates in the following workforce development collaboratives:

- Reimagine Workforce Preparation Grant (Hana Career Pathway) Advisory Committee
- Department of Education (DOE) Health Services Pathway Advisory Council (PAC)
- Work Based Learning Champion – Hawaii Chamber of Commerce
- Sector Partnerships
- AHCA/NCAL Workforce Committee

Quality



Med-QUEST Pay for Performance (P4P)

Each year, HAH is instrumental in assisting the hospitals negotiate certain terms of the Med-QUEST Pay-for-Performance (P4P) program, as well as assist Med-QUEST (MQD) with the administration of the program and calculation of the quality scoring for the Hospitals. This past year, HAH further re-negotiated the MQD Hospital P4P terms to minimize the impact of the COVID-19 Public Health Emergency (PHE) and subsequent increased Medicaid population.

HAH also helped the skilled nursing facilities (SNF) design and negotiate their inaugural MQD P4P program, which began January 1, 2021. HAH will continue to support our SNF members through the continued negotiations of the program in the face of an unsteady Medicaid population and economic climate, and will assist MQD with the administration of this additional program and calculation of the quality scoring for the SNFs as well.

Social Determinants of Health (SDOH) & Perinatal Quality Collaboratives

As part of the P4P efforts, HAH helped to organize and facilitate two quality collaboratives – one with all hospitals, and the other with all birthing facilities in the state.

The Social Determinants of Health Collaborative consists of representatives from all member hospitals across the state of Hawaii. Each facility has committed to adopting three standardized housing and food insecurity screening questions to ensure that there is consistency across facilities in the identification of these Social Risk Factors within the state's population. While the last year was focused on identification of SDOH opportunities, this upcoming year HAH is focused on guiding member hospitals through the implementation of the SRF & SBIRT screening and coding workflows to ensure all of the hospitals' efforts are reflected in the data.

The Perinatal Quality Collaborative has representatives from all hospitals that provide birthing services. The previous year, like the SDOH collaborative, was focused on identification of opportunities to improve Maternal & Infant health and quality. The group identified the opportunity to join the National Alliance for Innovation on Maternal Health (AIM) collaborative, which offered the American College of Obstetricians and Gynecologists (ACOG) recognized and approved Patient Safety Bundle guidelines and implementation support and resources. HAH partnered with representatives from ACOG & MQD to both negotiate the joining of the AIM collaborative and implementation of Patient Safety Bundles into the MQD P4P program, and to organize the hospitals and community partnership support to successfully submit and receive approval for AIM collaborative membership in the Spring 2021 cohort.

AHCA/NCAL Quality Awards



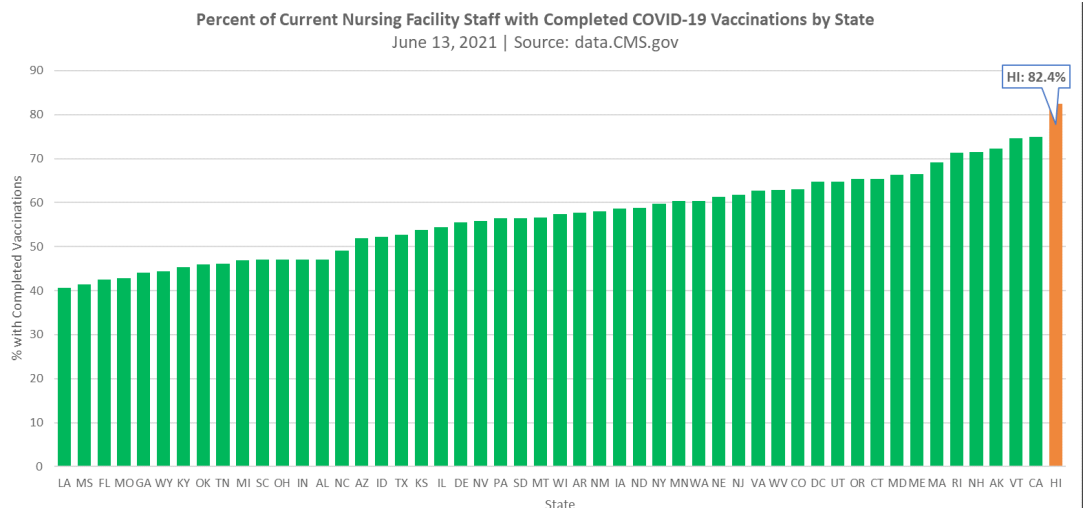
The Clarence T.C. Ching Villas at St. Francis has been recognized as a 2021 recipient of the Silver – Commitment to Quality Award for its dedication to improving the lives of residents through quality care. The Villas was previously awarded a Bronze – Commitment to Quality Award in 2020.

The award is conferred through the National Quality Award Program run by an HAH national affiliate, the American Health Care Association and National Center for Assisted Living (AHCA/NCAL), the nation’s leading association for long-term and assisted living organizations. The program honors providers across the nation that have demonstrated commitment to improving quality of care for seniors and persons with disabilities.

One Hawaii nursing facility received the 2021 National Bronze – Commitment to Quality Award: Kauai Veteran’s Memorial Hospital (SNF). Two Hawaii assisted living communities also received the Bronze – Commitment to Quality Award: 15 Craigsides and Arcadia.

The 2020 National Bronze – Commitment to Quality Awardees include: 15 Craigsides (SNF), Arcadia (SNF), Clarence T.C. Ching Villas at St. Francis, Hale Ho’ola Hamakua, Hale Nani Rehabilitation & Nursing Center, Samuel Mahelona Memorial Hospital, Maluhia, The Plaza at Mililani, The Plaza at Moanalua, The Plaza at Pearl City, The Plaza at Punchbowl and The Plaza at Waikiki.

In June 2021, Hawaii’s nursing homes achieved the highest nursing home staff vaccination rate in the nation. In addition, several Type II Adult Residential Care Homes successfully vaccinated 100% of their staff and residents and several assisted living communities achieved a 90% or higher vaccination rate.



Post Acute Care



HAH engaged in multiple initiatives this year to help and support its post-acute care members during the COVID-19 pandemic. To support efforts to prevent the spread of the virus, we secured supplies for our members to continue COVID-19 testing. HAH also worked with Med-QUEST to secure and maintain increased Medicaid reimbursement through sub-acute rates for care provided to patients with COVID-19. Additionally, in partnership with the Hawaii Department of Health and Prolink Staffing, we secured \$2.05 million in CARES Act dollars to fund and provide nurse strike and education teams to Hawaii long-term care facilities to help prevent and mitigate the spread of COVID-19.

HAH also supported its post-acute care members through other collaboratives as well. We represented our members on standing meetings with state government partners to share post-acute issues and critical needs during the pandemic. We held weekly meetings with our long-term care, home health, hospice, assisted living, and type 2 adult residential care home leaders to share timely information on COVID-19 status reports, changing regulatory requirements and public health guidance. In 2020, we drafted weekly post-acute care newsletters with important information on rapidly changing federal, state and local COVID-19 guidance and updates.

Here are some additional ways that HAH supported its post-acute care members during the pandemic:

- Worked with community organizations and state government partners to draft COVID-19 guidance for our post-acute healthcare community.
- Worked with national affiliates to provide resources, support and guidance to its members during the pandemic.
- Worked with state government and pharmacy partners to help support its members' COVID-19 vaccination efforts.
- Engaged with public officials, the press, and community leaders to counter stories of low vaccination rates in long-term care in Hawaii.
- Connected its members with multiple educational institutions to provide education and training on COVID-19 infection control and best practices.
- Facilitated discussions and information sharing related to COVID-19 outbreaks to help prevent and mitigate further COVID-19 spread.
- Surveyed members on vaccination rates and communicated the positive results to the public and key stakeholders.

COVID-19 Vaccination



HAH members worked hard with the Hawaii State Department of Health and other stakeholders to ensure that the people of Hawaii were able to receive a COVID-19 vaccine.

The #HIGotVaccinated campaign launched in June. The promotion was aimed at educating and motivating Hawaii residents who have not yet received COVID-19 vaccinations. The campaign boosted vaccination rates by 30% in the weeks after the launch. Adventist Health Castle, Hawaii Pacific Health, Kaiser Permanente Hawaii, Maui Health, MDX Hawaii, and The Queen's Health Systems worked with Hawaii's business community to offer statewide prizes, deals and discounts for vaccinated Hawaii residents.



Getting vaccinated
has never been easier.

Living and Working Safely — let's get vaccinated today!

[Click for Vaccination Sites](#)



HHEM

Hawaii Healthcare Emergency Management



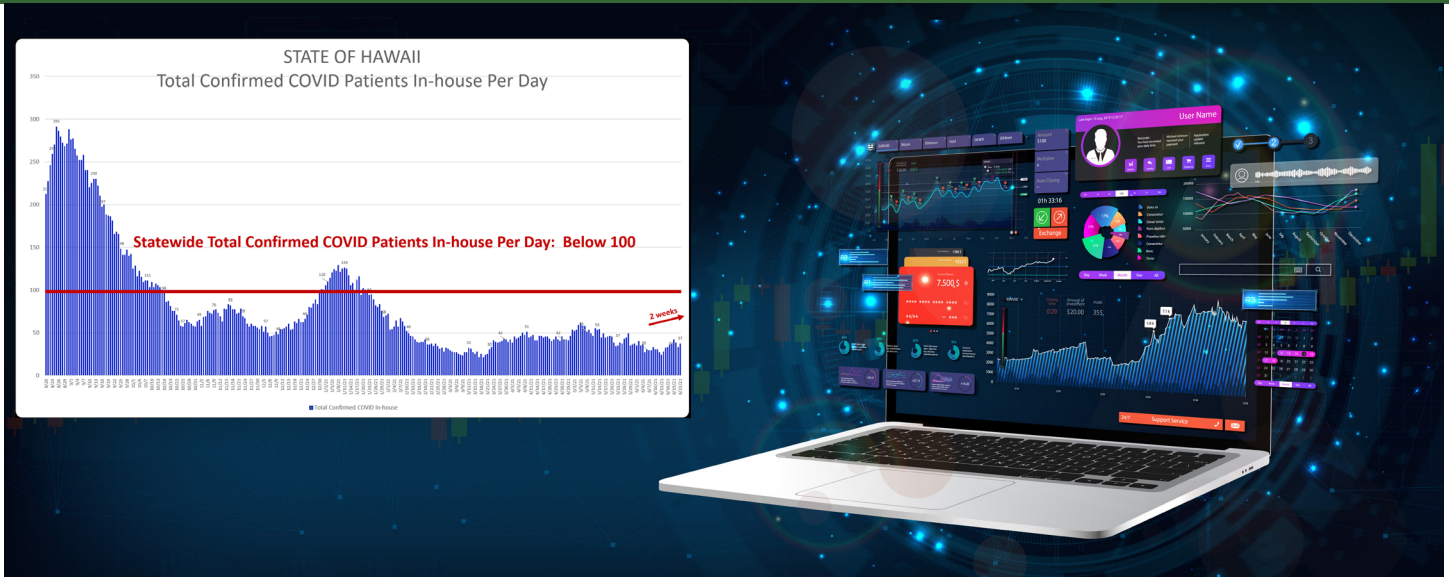
The Hawaii Healthcare Emergency Management (HHEM) Coalition is a statewide federally qualified all hazards comprehensive emergency management healthcare coalition program within the Hawaii Hospital Education and Research Foundation (HHERF), a nonprofit 501(c)(3) wholly owned subsidiary of the Healthcare Association of Hawaii.

During the pandemic, HHEM played a key role in making sure healthcare organizations and coalition members provided safer care for patients and residents.

- Provided daily critical information and situational updates to its members, DOH, and other agencies in the form of a situational update or “sit Rep.”
- Distributed PPE, casirivimab, imdevimab, bamlanivimab, remdesivir, powered air purifying respirator (PAPR), controlled air purifying respiration (CAPR), and thermometers to help coalition members fight COVID-19.
- Utilized emergency operating center (EOC) to coordinate response to request that come in for needs.
- Involved in the COVID-19 vaccine effort that started in September 2020. HHEM advised, helped, and created a vaccine data board on the WebEOC with implementation of the vaccine role out to help make it run as smooth as possible.
- Coordinated the federal allocation of COVID-19 vaccines to dialysis centers.
- Coordinated with facilities to deploy coalition tent systems to help handle surge and other hospital needs.
- Collaborated with DOH and HI-EMA in refining alternative care site plans in response to COVID-19.
- Assisted in coordinating patient movement from long-term care to hospitals and other interfacility transfers.
- Provided logistical support by moving over 1.8 million items to members and non-members statewide.
- Maintained its contingency communications and ran monthly tests on them during COVID-19.
- Held its annual Makani Pahili Statewide Hurricane Readiness Exercise with coalition members and others.



Laulima Data Alliance



During 2020, Laulima added seven new Tableau dashboards to its Data Reporting Program:

- Three dashboards that show the type of chronic conditions treated at a hospital, in a market area, and statewide;
- Two dashboards that show the number and type of patients in an ICU bed vs. a traditional bed; and
- Two dashboards that show data on inpatient and outpatient attending and procedure physicians.

And, in response to the pandemic, Laulima introduced the ability to view inpatient data related to COVID-19 cases.

In February 2021, an enhanced version of the Data Collection Program went live. Upgrades were made to make it easier for participating hospitals to submit, edit and validate their data.

Since the beginning of the pandemic, Laulima has supported hospital leadership, state officials and others by producing COVID-19 reports such as:

- Daily census report to track total bed capacity, ICU bed capacity and ventilator usage statewide and by county;
- Daily charts on COVID-19 hospitalizations, COVID-19 patients in an ICU, and new COVID-19 admissions statewide and by county;
- Weekly COVID-19 lab test results summary;
- Reports to support the vaccination roll-out to the hospitals.

In February 2017, the Healthcare Association of Hawaii (HAH) established Laulima Data Alliance (Laulima), a nonprofit wholly owned 501(c)(3) subsidiary. Laulima's participating hospitals and community partners have access to a web-based Data Reporting Program and receive readmission reports, Medicare payment policies, and other reports to support their decision-making and efforts to continuously improve the quality and cost-efficiency of healthcare services provided to the people of Hawaii.

COVID-19 Education



The Healthcare Association of Hawaii (HAH) continued to collaborate with key community stakeholders and partners, including the Hawaii Department of Health (DOH), and the University of Hawaii John A. Burns School of Medicine (UH JABSOM) Department of Geriatric Medicine, Pu'ulu Lapa'au, HealthStream, Centers for Disease Control and Prevention (CDC), Mountain Pacific Quality Health (MPQH), and others to provide virtual education, training, and resources to help its members during the COVID-19 pandemic.

- Long-Term Services & Supports (LTSS) COVID Preparation webinar series
- Crafting a New Normal: Skills for Fulfillment and Vitality Moving Forward in a COVID-19 World (3-part webinar series)
- HealthStream's COVID-19 Rapid Response Program
- Long-Term Care Facilities Infection Prevention & Control Q&A Webinar
- Q&A with Hawaii Department of Health (HDOH) webinar series addressing issues on infection prevention and control, antimicrobial stewardship and updates on COVID-19 guidelines
- Joint Commission Resources (JCR) Education Program Conference (3-day virtual conference)
- Agency for Healthcare Resource and Quality (AHRQ) ECHO National Nursing Home COVID-19 Action Network Training Series
- AHCA/NCAL Quality & Regulatory Workshop (4-day workshop)

HAH also partnered with the Hawaii State Center for Nursing (HSCN) to create a resource document of governmental and nationally developed Post-Acute Care COVID-19 Guidance. In addition, the COVID-19 Resource Review for Post-Acute Care Facilities, was released via youtube and made available to post-acute care providers. This COVID-19 training comprised of four on-demand learning modules focusing on cohorting and social isolation, staffing considerations, geriatric considerations, and limiting transmissions.

HHERF Scholarship Winners



Top L-R: Kristin Mathews, Tina Laupola, Brianna Ellis, Jamie Yadao, Bridgette Yang
Bottom L-R: Traci Aiwohi, Kodi Bonner, Sherrie Migdol, Ashlyn Kawasaki, Chelsea Yin

HAH decided not to hold its Awards & Scholarship Gala and the Hawaii Healthcare Heroes awards due to the COVID-19 pandemic. Instead, HAH staff time and resources were devoted to supporting Hawaii's hospitals, post-acute care facilities, home health agencies and hospices to help fight the COVID-19 pandemic.

HAH invested in Hawaii's healthcare workforce with the Hawaii Hospital Education and Research Foundation (HHERF) healthcare scholarships. Employees of HAH member organizations and their immediate family members were eligible to apply for healthcare scholarships of \$500 to \$2,000 to cover professional certification and healthcare-related degrees.

2021 scholarship recipients:

Kristin Mathews
Straub Medical Center
Continuing Education

Tina Laupola
The Queen's Health Systems
Continuing Education

Brianna Ellis
Wilcox Medical Center
Community College

Jamie Yadao
Wilcox Medical Center
Community College

Bridgette Yang
Hospice Maui
Baccalaureate Degree

Traci Aiwohi
Kapi'olani Medical Center for Women & Children
Baccalaureate Degree

Kodi Bonner
Hawaii Pacific Health
Masters Degree

Sherrie Migdol
Straub Medical Center
Masters Degree

Ashlyn Kawasaki
Prime Care Services Hawaii
Doctorate Degree

Chelsea Yin
Straub Medical Center
Doctorate Degree

Public Relations



HAH works to elevate the positive image of Hawaii's healthcare systems, correct media misperceptions, and highlight achievements of member facilities.

This past year, HAH successfully placed stories and assisted HAH members with stories and issues on key topics such as COVID-19.

HAH President and CEO, Hilton Raethel appeared in many newspaper, television, radio, and online stories so that accurate and timely information on the pandemic could reach the public.

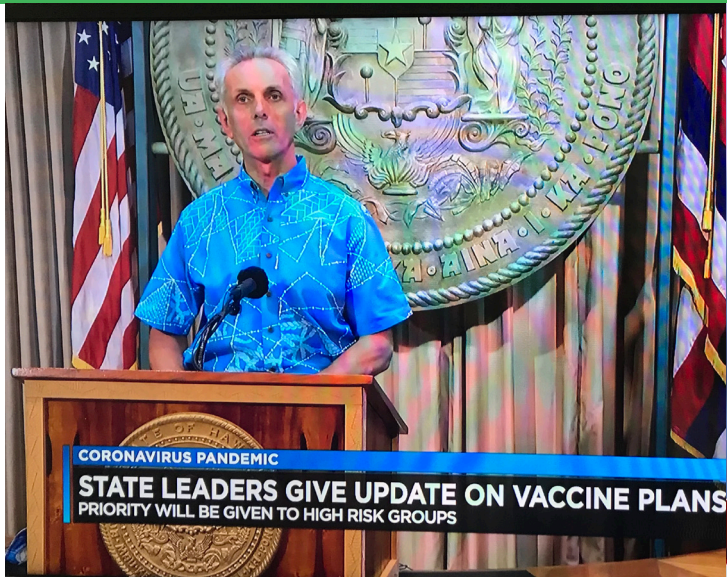


HAH Update (weekly e-newsletter)

- 977 subscribers
- Open rate 20%
(Industry average open rate 17%)



Communications and Events



Hawaii saw the deadliest part of the COVID-19 surge during the summer and early fall of 2020, when patients filled hospital beds and stretched the available healthcare staffing and PPE supplies across the islands.

HAH worked with members, state officials, and the news media to provide accurate and timely information to the public, so people could make informed decisions and understand the coronavirus' impact on the healthcare system.

When vaccinations began in December 2020, HAH worked closely with government and community partners to address vaccine hesitancy and break down barriers to vaccine access.

During this past fiscal year, HAH also held its first virtual press conference, garnering positive press on the high rates of covid vaccination among staff and residents in nursing homes and assisted living settings in Hawaii.

HAH went on to win Best in Show from the Public Relations Society of America Hawaii Chapter for the HAH Healthcare Workforce Initiative report and communications.

We thank all of our members for their contributions to this effort, which included photos and video donated by members, a videographer loaned for a day, rounds of editing for the report, assistance with the press conference, and presentations to key audiences. Our collaboration successfully highlighted the growing need for healthcare workers across our state, and brought about positive changes that are still in progress.

Due to COVID-19, HAH did not have its big events such as the Annual Membership Meeting and the Annual Awards and Scholarship Gala. However, HAH conducted a virtual Annual Advocacy Day meeting where HAH members discussed and voted on the 2021 legislative priorities.





The leading voice of healthcare since 1939

Official State Affiliate of the Following National Organizations



COUNCIL of STATE
HOME CARE
ASSOCIATIONS

