



Vision 2020

HAH Strategic Plan 2017-2020



Prepared June 2017 with assistance from:



Healthcare Association of Hawaii

Vision 2020: HAH Strategic Plan 2017-2020

Preface

In August 2016, The Healthcare Association of Hawaii (HAH) began a strategic planning process designed to update the Association’s strategic direction and plan for the future. Since then, we have a new administration with Donald J. Trump as President of the United States; Republicans have the majority in both the U.S. House and Senate; Thomas Price, M.D. is the new Secretary of Health and Human Services; the U.S. Supreme Court has a new member (Justice Neil Gorsuch) and uncertainty clouds both the near and longer term futures of the healthcare environment.

In the immediate weeks following President Trump’s inauguration, action to repeal the Affordable Care Act (ACA) was set in motion. The ACA has been a source of controversy since its adoption and Republicans have sought its repeal. On May 4, 2017, the House voted to pass the American Health Care Act (AHCA), repealing much of the ACA. Amid disagreement between Democrats and Republicans—and even between House and Senate Republicans—on how best to repeal, replace or repair the ACA, the bill was forwarded to the Senate for consideration. On June 22, 2017, Senate Republicans released a draft of the Better Care Reconciliation Act of 2017 (BCRA) to replace the ACA. The nonpartisan Congressional Budget Office (CBO) and the Joint Committee on Taxation (JCT) project that in 2018 the BCRA would increase the number of uninsured by 15 million people, totaling 22 million additional uninsured over current law by 2026. The BCRA would reduce spending on Medicaid, with a projected 16 percent drop in Medicaid enrollment by 2026. It would also provide smaller average subsidies in the individual market. Average premiums in the non-group market are projected to drop, but reductions in coverage benefits are expected to drive an increase in out-of-pocket costs.¹ As of June 30, 2017, a Senate vote on the bill is pending. The implications for the healthcare system and its providers could be enormous.

Despite the challenges of turmoil and uncertainty, HAH remains unwavering in our commitment to our mission “to be Hawaii’s most effective advocate for a comprehensive and financially strong healthcare system that successfully responds to the diverse and changing health needs of all we serve.” This commitment includes HAH’s strategic focus on advocacy and representation of its members as the Association’s highest priority. It also includes raising the profile of the healthcare industry in the eyes of the public; pursuit of fair and reasonable healthcare financing and reimbursement; and providing support, education and resources for members striving to deliver the highest quality of care for the residents of Hawaii.

Achieving our strategic priorities and advancing our vision in today’s environment will require constant attention to the political world and readiness to act nimbly as critical legal and political decisions are made and circumstances change. Now, more than ever, HAH and its leadership must continually ask, “What do we know now that we didn’t know when this strategic plan was developed?” “What implications does new information hold for the Association and our members?” And, “What decisions and actions must we consider in response?” Most importantly, the Association and its members must collectively and collaboratively maintain our focus on our common purpose—ensuring a strong Hawaii healthcare system that delivers high quality care to the communities we serve.

Aloha,



Beth Hoban, Chair
HAH Board of Directors

1. Congressional Budget Office. H.R. 1628, Better Care Reconciliation Act of 2017. May 24, 2017. <https://www.cbo.gov/publication/52849>.



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Executive Summary

In August 2016, the Healthcare Association of Hawaii (HAH) undertook a strategic planning process designed to update the Association's strategic direction and plan for the future. A Board-appointed Strategic Planning Task Force (SPTF) provided oversight and guidance for the process. A member survey and interviews with a select group of Hawaii's healthcare leaders provided insight into the challenges, priorities and concerns dominating Hawaii's healthcare environment.

HAH takes pride in being one of the few healthcare associations to include providers across the continuum of care. Having diversity in membership brings with it differences in challenges and priorities between HAH's various member types, but it also provides HAH the opportunity to strengthen and promote the value it offers to each of its member types. Diligent effort has been made by the SPTF to ensure that the strategies in the *Vision 2020* plan address the most important challenges for each member type.

Building on HAH's 2011-2015 strategic plan, *Vision 2020* is founded on the following five pillars: Advocacy and Public Policy, Quality and Patient Safety, Financing and Reimbursement, Regulation and Compliance, and Communication, Education and Workforce. Each pillar includes a statement of purpose that identifies what the Association wants to achieve. Each pillar also includes strategic priorities, which identify how the Association plans to achieve statement of purpose. The pillars and their strategic purposes are identified below and each pillar's strategic priorities are described in detail on pages 11-15.

In the context of HAH's prior strategic plan, *Vision 2015*, advocacy was primarily identified as legislative advocacy. In the context of this strategic plan, *Vision 2020*, the concept of advocacy has been broadened to include:

Legislative Advocacy – Advocacy with state and federal legislators (both via legislation and via advocacy with legislators, legislative staff, and the executive branch) and with HAH's national affiliates, including the American Hospital Association (AHA), American Health Care Association/National Center for Assisted Living (AHCA/NCAL), National Association for Home Care and Hospice (NAHC), and American Association for Homecare.

Regulatory Advocacy – Advocacy with regulatory agencies locally such as Department of Human Services, Department of Health, and the insurance commissioner; and advocacy at the federal level with agencies such as the Center for Medicare and Medicaid Services (CMS) and Medicare Payment Advisory Commission (MedPAC), with their respective staffs, and with HAH's national affiliates.

Judicial Advocacy – Advocacy before state and federal courts through litigation. While HAH's national affiliates may engage in judicial advocacy (e.g. filing of *amicus curiae* briefs), HAH has not historically engaged in such advocacy and does not anticipate doing so in the near future.

Community Advocacy – Advocacy in the community with payers, vendors, community agencies and other organizations that address HAH member concerns, recognize the impact of social determinants of health, and advance the health and well-being of the people of Hawaii.

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Pillar: Advocacy and Public Policy

Purpose: Advocacy is a core function of HAH and the representation of its members is the Association's highest priority. HAH is the principal advocate for the mutually-held interests of its members and the people it serves, speaking with one voice for the changes that will benefit HAH members and healthcare consumers statewide.

Pillar: Quality and Patient Safety

Purpose: Quality improvement and measurable outcomes are a focal point for federal and state legislators, regulatory agencies, payers, employers who pay for healthcare for their employees, and for the population at large. There are increasingly greater rewards for achieving and exceeding goals, and increasing penalties for non-compliance and for low performers. Association members are committed to providing high quality, cost-effective healthcare.

Pillar: Financing and Reimbursement

Purpose: Medicare and Medicaid funding is under threat from the executive branch in the nation's capital, and from many members of Congress. Hawaii has experienced reductions in reimbursement for government funding from sequestration, market basket cuts as mandated by the Affordable Care Act, and the competitive bidding program for durable medical equipment. HAH maintains a legislative and policy agenda that opposes reductions in reimbursement, and identifies opportunities and initiatives which support improved Medicare and Medicaid reimbursement. HAH also works with the regulatory agencies and HAH members across the continuum of care to ensure that they maximize the monies available from pay-for-performance and pay-for-value programs.

Pillar: Regulation and Compliance

Purpose: HAH continually monitors the status of the Affordable Care Act (ACA) and works collaboratively with other state associations in representing members' interests. The Association maintains a plan for keeping members informed and providing education regarding changes that may be made to the ACA, its regulations and any subsequent replacement laws and/or regulations.

The ACA requires non-profit hospitals to conduct a community health needs assessment (CHNA) that considers input from persons who represent the broad interests of the community served by a hospital, including those with special knowledge of, or expertise in, public health. HAH provides support to conduct members' community health needs assessments and opportunities to meet community health needs.

Federal laws and regulations require certain healthcare providers and facilities to meet best practice standards for emergency preparedness and operations as a condition of their participation with Medicare and Medicaid. In partnership with the Hawaii Department of Health and the Hawaii Emergency Management agency, the HAH Emergency Services Coalition supports over 130 healthcare coalition members fostering mutual support, integration, coordination and the development of emergency management activities.

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Pillar: Communication, Education and Workforce

Purpose: : The complexity and lack of understanding of the healthcare industry can result in poor public opinion and misrepresentation in the media. HAH is not only a principle advocate for its members, but also for the residents of Hawaii, speaking with one voice for changes that will benefit both HAH members and healthcare consumers statewide. To elevate the healthcare industry's profile and strengthen public confidence in and knowledge of healthcare, HAH maintains a robust and comprehensive communications and education agenda. This gives legislators, business leaders, the people of Hawaii, and the media an accurate portrayal of the true state of Hawaii's healthcare delivery system, highlights the role of HAH, and also recognizes and acknowledges opportunities for improvement.

Summary

Together, the plan's pillars and their strategic priorities, along with the broadened definition of advocacy, guide the Association in its efforts to fulfill our mission "to be Hawaii's most effective advocate for a comprehensive and financially strong healthcare system that successfully responds to the diverse and changing health needs of all we serve" and to achieve its vision of "a healthy Hawaii where every resident of every age has convenient access to appropriate, affordable, high quality care, and where healthcare providers are reimbursed adequately to deliver that care. As the unifying voice of Hawaii's healthcare providers and an authoritative and respected leader in shaping healthcare policy in Hawaii, the Healthcare Association of Hawaii (HAH) works with committed partners and stakeholders to lead the movement toward achieving an equitable, sustainable Hawaii healthcare system driven to improve quality, efficiency and effectiveness for the patients and communities who entrust their care to us."

Introduction

The first step in HAH’s strategic planning process was Board appointment of a Strategic Planning Task Force (SPTF) to provide guidance and oversight for the process, and to bring forward their recommendations for a 2017-2020 strategic plan. Five members representing the various HAH member types comprised the SPTF. (SPTF members and their organizations are listed under Acknowledgements on page 15.)

In preparation for a well-informed process, a survey of HAH members and interviews with twelve of Hawaii’s healthcare leaders were conducted. The objectives for conducting the survey and interviews included:

- Providing members with a voice in the Association’s strategic planning process;
- Testing the continued relevance and priority of HAH’s current core strategies;
- Assessing progress against current objectives and outcomes; and
- Obtaining input that helped to guide and prioritize HAH’s strategic discussions and decision-making.

HAH’s 2011-2015 strategic plan provided the starting point for the *Vision 2020* strategic review and update. The 2011-2015 plan was based on the following five strategies: reimbursement; elevating the Association’s profile and increasing public confidence in, and knowledge about, healthcare; development of a Quality program; education of members on ACA implementation; and support for members’ community needs assessment requirements and opportunities.

Opportunities for Further Strengthening HAH’s Member Value

HAH takes pride in being one of the few healthcare associations to include providers across the continuum of care. Based on findings and direction from the 2011-2015 strategic plan, HAH has increased its non-acute care membership, something many other associations are not yet pursuing. The growth in non-acute care membership also presents opportunities for HAH to strengthen its membership value for these providers. Not surprisingly, a comparison of members’ challenges based on survey results revealed some differences among each member type’s priorities. However, the administrative burden imposed by governmental agencies and health plans was the only healthcare challenge to rank as one of the top two greatest challenges for all HAH member types. A comparison of top healthcare challenges among HAH’s member types is provided in Table 1 (page 8).

When presented with a choice of strategies HAH might pursue, reimbursement, enhancing the quality program and support for members’ emergency service needs were among each member type’s top four priorities, followed closely by workforce concerns. Members also indicated that exploring expanded collaboration of data to improve transition of care, elevating the Association’s profile and increasing public confidence in, and knowledge about, healthcare were also important strategies.

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Strategic Planning Task Force Considerations

In making recommendation to the Board, the SPTF closely reviewed and took into consideration the interview and survey findings. They paid special attention to addressing the challenges and strategic priorities of each member type and to ensuring those strategies fit with HAH's mission, vision and bylaws. HAH is committed to focusing its efforts and resources where it can have the most significant impact. Unfortunately, not every member challenge can be meaningfully influenced or taken on by the Association.

The SPTF's recommendations to the Board included reaffirming the 2011-2015 strategic focus areas (reimbursement, Association profile and public confidence, quality, ACA education and community health needs assessment) and their inclusion as focus areas in *Vision 2020*. The SPTF incorporated revisions to these strategies in their Board recommendations to ensure that strategies remain responsive to changes in the healthcare environment and provide the greatest value to HAH members. In addition, the SPTF recommended that priorities addressing administrative burdens and workforce challenges experienced by members be included in the *Vision 2020* strategic plan.

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Table 1: Comparison of Top Healthcare Challenges Among HAH’s Member Types

Entire Membership	Acute Care	Long-Term Care	Home Health and Hospice
1. Inadequate/insufficient reimbursement rates for Medicare/Medicaid	1. Inadequate/insufficient reimbursement rates for Medicare/Medicaid	(Ranked equally) 1. Inadequate/insufficient reimbursement rates for Medicare/Medicaid	1. Improving the transition of care among all providers
2. Administrative burden from government agencies and health plans	2. Administrative burden from government agencies and health plans	1. Workforce recruitment and retention	(Ranked equally) 2. Administrative burden from government agencies and health plans
3. Workforce recruitment and retention	(Ranked equally) 3. Preparing for value-based payment models	2. Administrative burden from government agencies and health plans	2. Increased scrutiny and denials from payers
4. Improving the transition of care among all providers (acute and post-acute)	3. The impact of new physician reimbursement models on health systems/facilities	3. Higher acuity needs of patients requiring long-term care placement/services	3. Identifying, educating and providing resources for new and proposed regulatory/legal requirements
5. Increased scrutiny and denials from payers	(Ranked equally) 4. Workforce recruitment and retention	4. Identifying, educating and providing resources for new and proposed regulatory/legal requirements	4. Inadequate third-party payer reimbursement
6. Higher acuity needs of patients requiring long-term care placement/service	4. Improving transition of care among all providers	5. Increased scrutiny and denials from payers	5. Workforce recruitment and retention
7. Preparing for bundled payment and expansion of value-based purchasing/pay-for-performance models	5. Increased scrutiny and denials from payers	5. Preparing for value-based payment models	6. Inadequate/insufficient reimbursement rates for Medicare/Medicaid
8. Inadequate third-party payer reimbursement	(Ranked equally) 6. Higher acuity needs of patients requiring long-term care placement/services	5. Inadequate third-party payer reimbursement	(Ranked equally) 7. Higher acuity needs of patients requiring long-term care placement/service
9. Identifying, educating and providing resources for new and proposed regulatory/legal requirements	6. Inadequate third-party payer reimbursement	7. Improving the transition of care among all providers (acute and post-acute)	7. Preparing for bundled payment and expansion of value-based purchasing/pay-for-performance models
10. The impact of new physician reimbursement models on health systems/facilities	7. Identifying, educating and providing resources for new and proposed regulatory/legal requirements	8. The impact of new physician reimbursement models on health systems/facilities	8. The impact of new physician reimbursement models on health systems/facilities

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Strategic Framework for Success

The following pages set forth the components and details for *Vision 2020: HAH Strategic Plan 2017-2020*. The plan is based on the foundation of five strategic pillars: **1) Advocacy and Public Policy, 2) Quality and Patient Safety, 3) Financing and Reimbursement, 4) Regulation and Compliance and 5) Communication, Education and Workforce**. Each pillar includes a statement of purpose that identifies what the Association wants to achieve. The purpose statement is followed by strategic priorities. The priorities identify how the Association plans to achieve what it wants to do.



Healthcare Association
of Hawaii

Mission

To be Hawaii's most effective advocate for a comprehensive and financially strong healthcare system that successfully responds to the diverse and changing health needs of all we serve.



Vision

A healthy Hawaii where every resident of every age has convenient access to appropriate, affordable, high quality care, and where healthcare providers are reimbursed adequately to deliver that care.

As the unifying voice of Hawaii's healthcare providers and an authoritative and respected leader in shaping healthcare policy in Hawaii, the Healthcare Association of Hawaii (HAH) works with committed partners and stakeholders to lead the movement toward achieving an equitable, sustainable Hawaii healthcare system driven to improve quality, efficiency and effectiveness for the patients and communities who entrust their care to us.

Pillars, Purposes and Priorities

Advocacy and Public Policy Pillar

Purpose

Advocacy is a core function of the Healthcare Association of Hawaii and the representation of its members is the Association's highest priority. HAH is the principal advocate for the mutually-held interests of its members and the people it serves, speaking with one voice for the changes that will benefit HAH members and healthcare consumers statewide.

Legislative advocacy is one of the primary advocacy functions of the Association and HAH advocates on behalf of its members at both the state and the federal level. At the state level, HAH works closely, along with its contracted lobbyists, with key legislators, committee chairs, legislative staff, and the executive branch to advance the interests of its members.

At the federal level, HAH works with its national parent organizations and national affiliates, including the American Hospital Association, the National Association for Home Care and Hospice, the American Association for Homecare, the American Health Care Association and the National Center for Assisted Living, and with Hawaii's congressional delegation and their staff, to shape healthcare policy impacting both the state, and the nation.

Strategic Priorities

1. Represent the needs and concerns of members in all legislative advocacy initiatives through direct legislative activities, be at the table for relevant discussions, and work with legislative and executive branches of the state and federal government to pass beneficial legislation, and resist measures that adversely affect the state healthcare system and its members.
2. Serve as a resource for education and analysis on relevant health issues for lawmakers, agencies and other partners and stakeholders spanning the continuum of care.
3. Seek relief from administrative burden at the federal, state and local level.
4. Engage and work with stakeholders to improve the workforce capacity in the state in a supporting role, with the focus on ensuring that education and training funds are available for prospective employees.

"Advocacy that defines the future of Hawaii healthcare policy" was identified as a critical strategic success factor in HAH's 2011-2015 strategic plan. Key to success has been the Association's ability to define and lead the dialogue on issues affecting the accessibility, financing, delivery, cost and effectiveness of healthcare services and financing in Hawaii. Most members interviewed in the development of *Vision 2020* identified advocacy as the most important resource or service HAH offers and HAH was noted as a well-regarded source of information for policymakers.

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Administrative burden, along with workforce recruitment and retention, have been ranked among HAH members' topmost healthcare challenges. HAH's advocacy efforts under *Vision 2020* include support for relief from the administrative burdens and workforce challenges its members experience.

Quality and Patient Safety Pillar

Purpose

Quality improvement and measurable outcomes are a focal point for federal and state legislators, regulatory agencies, payers, employers who pay for healthcare for their employees, and for the population at large. There are increasingly greater rewards for achieving and exceeding goals, and increasing penalties for non-compliance and for low performers. Association members are committed to providing high quality, cost effective healthcare.

HAH formulates and implements strategies, tools, education and resources to ensure members are well-informed of regulatory requirements and quality measures, and for member use in the provision of high quality healthcare.

Strategic Priorities

1. Assist members and key stakeholders in establishing points of accountability for sending and receiving care to reduce patient harm, improve quality of care, and improve overall care coordination.
2. Act as a strategic resource to connect HAH membership with local and national resources and provide members with tools and educational resources that advances health, well-being, and workforce development.

As payment models continue the shift away from fee-for-service and to value and care quality, outcomes measures and population health will become increasingly important to Association members across the continuum of care. These evolving payment models are a focus for federal and state agencies, employers seeking a better return (i.e. lower costs, less absenteeism, increased presentism, and improved productivity) from their investment in healthcare benefits, and by payers seeking to demonstrate increased value to private and public payers.

Essential to the delivery of high quality care is a well-trained workforce, yet the demand for physicians, and all other healthcare workers is outpacing the available workforce. The workforce shortages are a national concern and Hawaii has the additional challenge of competing with the retail and hospitality industries. Workforce challenges are among members' most important concerns.

Financing and Reimbursement Pillar

Purpose

Medicare and Medicaid funding is under threat from the executive branch in the nation's capital, and from many members of Congress. Hawaii has experienced reductions in reimbursement for government funding from

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sequestration, market basket cuts as mandated by the Affordable Care Act, and the Medicare competitive bidding program for durable medical equipment. HAH maintains a legislative and policy agenda that opposes reductions in reimbursement, and identifies opportunities and initiatives which support improved Medicare and Medicaid reimbursement. HAH also works with the regulatory agencies and HAH members across the continuum of care to ensure that they maximize the monies available from pay-for-performance and pay-for-value programs.

Strategic Priorities

1. Engage with other similarly-situated healthcare organizations, both locally and nationally, to build a coalition of strength to influence the adequacy of reimbursements and financing.
2. Support members in their efforts to implement new payment models.
3. Protect and seek opportunities to improve Medicare and Medicaid payment for members.
4. Pursue opportunities to increase access and affordability of insurance for migrants from the Freely Associated States.

The inadequacy of Medicare and Medicaid reimbursement was a top challenge for many HAH members as identified in the survey used in the development of Vision 2020. HAH will continue to advocate for equitable reimbursement rates and funding for Hawaii's public insurance programs, Medicare and Medicaid. Combined, these two programs cover over 40 percent of Hawaii's residents and account for almost 60 percent of hospital admissions statewide due to the higher utilization and healthcare needs of these residents compared to those covered by commercial insurance.

Hawaii's Medicare program is projected to represent 20 percent of Hawaii's total population by 2025, a 40 percent increase from 2015. Improving federal reimbursement will be critical to the state's ability to maintain and sustain healthcare services, particularly in light of the mounting costs of post-retirement obligations by the state. These post-retirement obligations put pressure on the state's ability to fund Hawaii's healthcare programs.

HAH's advocacy efforts at the state level will promote payment reforms that align incentives, to the extent possible, between government and commercial payers, recognize the impact of the social determinants of health and ethnic disparities, and which focus on reducing misuse and waste from the healthcare system. HAH's advocacy efforts will also focus on reducing unwanted and unnecessary care.

Preservation of Hawaii's PrePaid Health Care Act of 1974 is critical priority for HAH as it is the foundation of broad-based healthcare coverage in Hawaii, ensuring that all employees receive comprehensive healthcare coverage and access to providers. The combination of PrePaid health care and Medicaid expansion are the primary reasons for Hawaii having the second lowest rate of uninsured residents in the nation, second only to Massachusetts.

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Regulation and Compliance Pillar

Purpose

HAH continually monitors the status of the ACA and works collaboratively with other state associations in representing members' interests. The Association maintains a plan for keeping members informed and providing education regarding changes that may be made to the ACA, its regulations and any subsequent replacement laws and/or regulations.

The ACA requires non-profit hospitals to conduct a community health needs assessment (CHNA) that considers input from persons who represent the broad interests of the community served by a hospital, including those with special knowledge of, or expertise in, public health. HAH provides support to conduct members' community health needs assessments and opportunities to meet community health needs.

Federal laws and regulations require certain healthcare providers and facilities to meet best practice standards for emergency preparedness and operations as a condition of their participation with Medicare and Medicaid. In partnership with the Hawaii Department of Health and the Hawaii Emergency Management agency, the HAH Emergency Services Coalition supports over 130 healthcare coalition members fostering mutual support, integration, coordination and the development of emergency management activities.

Strategic Priorities

1. Monitor the potential repeal, in whole or in part, of the ACA, and keep members and community partners informed with information and education regarding any changes in related laws and regulations.
2. Continue to support members' community needs assessment requirements and opportunities, subject to any potential changes in the status of the ACA.
3. Continue to provide "backbone" organizational support to HAH Emergency Services Coalition in its efforts to provide emergency preparedness and operations management services to its coalition members and the people of Hawaii.
4. Support HAH Emergency Services Coalition programs and services planning and preparedness as fluctuations in federal funding necessitate.

Communication, Education and Workforce Pillar

Purpose

The complexity and lack of understanding of the healthcare industry can result in poor public opinion and misrepresentation in the media. HAH is not only a principle advocate for its members, but also for the residents of Hawaii, speaking with one voice for changes that will benefit both HAH members and healthcare consumers statewide. To elevate the healthcare industries profile and strengthen public confidence in and knowledge of healthcare, HAH maintains a robust and comprehensive communications and education agenda. This gives legislators, business leaders, the people of Hawaii, and the media an accurate portrayal of the true state of Hawaii's healthcare delivery system, highlights the role of HAH, and also recognizes and acknowledges opportunities for improvement.

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Strategic Priorities

1. Maintain a communications and education agenda that educates the media and the public about the healthcare delivery system while highlighting the role of HAH.
2. Provide HAH members and the public with education opportunities designed to meet the needs of Hawaii's healthcare providers.
3. Continue and expand educational offerings, and work with local and national educational institutions and related organizations to develop and expand Hawaii's healthcare workforce.

As healthcare continues to find itself at the center of highly charged political and public attention, both at the state and national levels, it is critically important that HAH maintains a broad based responsive communications agenda that provides clear and concise messaging for the media and the public.

The demand for physicians and other healthcare workers across the continuum of care, and especially on the neighbor islands, is outpacing the available workforce. There are numerous projections for shortages of healthcare workers nationally, exerting further pressure on Hawaii's healthcare workforce. Workforce shortages are near the top of HAH members' most important concerns and HAH is committed to supporting the efforts of legislators, business leaders, and educational institutions to expand and strengthen Hawaii's pool of workforce talent.

Conclusion

HAH is proud to represent its members, providers who care for Hawaii's residents and visitors across the continuum of care and across the island chain. Our mission is *"to be Hawaii's most effective advocate for a comprehensive and financially strong healthcare system that successfully responds to the diverse and changing health needs of all we serve."*

In today's healthcare environment, the future is clouded with uncertainty and controversy. What remains certain is the Association's commitment to its vision for *"a healthy Hawaii where every resident of every age has convenient access to affordable, high quality care, and where healthcare providers are reimbursed adequately to deliver that care. As the unifying voice of Hawaii's healthcare providers and an authoritative and respected leader in shaping healthcare policy in Hawaii, the Healthcare Association of Hawaii (HAH) works with committed partners and stakeholders to lead the movement toward achieving an equitable, sustainable Hawaii healthcare system driven to improve quality, efficiency, and effectiveness for the patients and communities who entrust their care to us."*

Acknowledgements

Strategic Planning Task Force Members

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Straub Medical Center
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Administrator
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- *Emilie Smith, MSN, RN*
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HAH Executive Team

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The Board of Directors would like to thank George Greene, Esq., who served as HAH's President and CEO from July 2009 to January 2016, for his leadership and contributions to this strategic plan.

HAH Membership

Acute Care Facilities

- Adventist Health—Castle
- Hale Ho`ola Hamakua
- Hilo Medical Center
- Kahuku Medical Center
- Kaiser Permanente Medical Center
- Kapi`olani Medical Center for Women & Children
- Kauai Veterans Memorial Hospital
- Kohala Hospital
- Kona Community Hospital
- Kuakini Medical Center
- Kula Hospital
- Lanai Community Hospital
- Leahi Hospital
- Maui Memorial Medical Center
- Molokai General Hospital
- North Hawaii Community Hospital
- Pali Momi Medical Center
- Rehabilitation Hospital of the Pacific
- Samuel Mahelona Memorial Hospital
- Shriners Hospitals for Children – Honolulu
- Straub Medical Center
- The Queen’s Medical Center
- The Queen’s Medical Center – West Oahu
- Wahiawa General Hospital
- Wilcox Medical Center

Psychiatric Hospitals

- Hawaii State Hospital
- Sutter Health—Kahi Mohala

Home Health Agencies

- Adventist Health—Castle Home Care Services
- Bayada Home Health Care
- CareResource Hawaii
- Home Health by Hale Makua
- Kaiser Permanente Home Health Agency
- Kohala Home Health Care
- Oahu Home Healthcare
- Ohana Home Health, LLC
- PrimeCare Services Hawaii, Inc.
- Stay At Home Healthcare Services
- West Hawaii Home Health Services
- Wilson Homecare

Hospices

- Bristol Hospice, Hawaii LLC
- Hospice Hawaii
- Hospice Maui, Inc.
- Hospice of Hilo
- Hospice of Kona
- Islands Hospice
- Kauai Hospice
- North Hawaii Hospice, Inc.
- St. Francis Hospice

Home Infusion/Pharmacies

- Pharmicare Hawaii

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Skilled Nursing Facilities, Hospital-Based

- Hale Ho`ola Hamakua
- Hilo Medical Center
- Kahuku Medical Center
- Kauai Veterans Memorial Hospital
- Kohala Hospital
- Kuakini Medical Center
- Kula Hospital
- Lanai Community Hospital
- Leahi Hospital
- Samuel Mahelona Memorial Hospital
- Wahiawa General Hospital

Skilled Nursing Facilities, Free-Standing

- Aloha Nursing Rehab Centre
- Ann Pearl Rehabilitation & Healthcare
- Avalon Care Center – Honolulu LLC
- Care Center of Honolulu
- Garden Isle Healthcare & Rehabilitation Center
- Hale Anuenue Restorative Care Center
- Hale Ho Aloha
- Hale Kupuna Heritage Home
- Hale Makua – Kahului
- Hale Makua – Wailuku
- Hale Malamalama
- Hale Nani Rehabilitation & Nursing Center
- Hale Ola Kino
- Island Nursing Home
- Ka Punawai Ola
- Kauai Care Center
- Kulana Malama
- Life Care Center of Hilo
- Life Care Center of Kona
- Liliha Healthcare Center
- Maluhia
- Manoa Cottage – Kaimuki
- Maunalani Nursing and Rehab Center
- Nuuanu Hale
- Oahu Care Facility
- Palolo Chinese Home
- Pearl City Nursing Home
- Pu`uwai `O Makaha
- The Villas at St. Francis
- VA Center for Aging

Assisted Living Facilities with Skilled Nursing

- 15 Craigside
- Arcadia
- Kahala Nui / Hi`olani Care Center
- Kalakaua Gardens
- One Kalakaua Senior Living
- Pohai Nani: Harry and Jeanette Weinberg Care Center / Good Samaritan Society

Assisted Living Facilities

- Hawaii Kai Assisted Living & Retirement Community
- `Ilima at Leihano
- Regency at Hualalai – Big Island
- Regency at Puakea – Kauai
- The Plaza at Mililani
- The Plaza at Moanalua
- The Plaza at Pearl City
- The Plaza at Punchbowl
- The Plaza at Waikiki

Type II Adult Residential Care Homes (ARCH) – Expanded

- Aiea Heights Senior Living
- Hale Ku`ike
- Hale Ku`ike Bayside, LLC
- Kuakini Home
- Palolo Chinese Home
- Pohai Nani
- Wilson Senior Living – Kailua

Healthcare Association of Hawaii

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Affiliate Members

- Advantage Healthcare Provider, Inc.
- All Island Case Management Corporation
- American Medical Response & AMR Air Hawaii
- Blue Water Resources, LLC
- Case Management Professionals, Inc.
- Chaminade University School of Nursing
- Hawaii Life Flight
- Ho'okele Health Navigators, LLC
- MedData
- Pacific University, School of Healthcare Administration & Leadership
- Senior Options Hawaii, LLC
- Tripler Army Medical Center
- University of Hawaii at Manoa, John A. Burns School of Medicine
- University of Hawaii at Manoa, School of Nursing & Dental Hygiene
- U.S. Renal Care
- VA Pacific Islands Health Care, Spark M. Matsunaga Medical Center

Associate Members

- 5 Minute Pharmacy Kalihi LLC
- ACE Medical, Inc.
- Aegis Therapies
- Aerotek
- Airgas USA, LLC
- Alston Hunt Floyd & Ing
- ALTRES Medical
- American Organization of Nurse Executives (AONE Hawaii)
- AON Risk Services, Inc. of Hawaii
- Architects Hawaii Ltd.
- Atlas Insurance Agency
- B-Homecare
- Blood Bank of Hawaii
- Brightree LLC
- Cardinal Health
- Comforting Hands Senior Care
- Cozeva-Applied Research Works, Inc.
- CW Associates, CPAs
- Diagnostic Laboratory Services, Inc.

Associate Members (continued)

- Ernst & Young LLP
- FocusOne Solutions
- Gammie Home Care, Inc.
- Goodsill Anderson Quinn & Stifel LLP
- HADONA (Hawaii Association of Directors of Nursing Administration – Long Term Care)
- Hawaii Central Federal Credit Union
- Hawaii State Center for Nursing
- Hawaiian Islands Medical Corporation
- Healthcare Synergy
- HiHomeCare
- HiNursing
- Hoku Home Health Care Agency
- Jani-King Hawaii
- Kahu Malama Nurses, Inc.
- Kokua Mau
- Legacy of Life Hawaii
- Meadow Gold Dairies - Hawaii
- Medline Industries, Inc.
- Metrus Energy
- MGA Architecture
- Monarch Insurance Services, Inc.
- Mountain-Pacific Quality Health Foundation
- Newport Hospital Corporation
- PharmERICA
- Pu'ulu Lapa'au
- Sage Products
- SH Consulting LLC
- Sodexo Health Care Division – Facility Management Services
- Standard Parking Plus
- Thrive for Life LLC
- TRANE – Comprehensive Solutions
- United Laundry
- Wealth Strategy Partners, LLC

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