



**CARE Hawai'i Inc.**

**Strategic Plan 2021**

## **CARE'S VISION**

CARE Hawaii's vision is that every child, adolescent, adult and their family/significant other in Hawaii will have maximum opportunity to reach their potential in all spheres of their lives.

## **MISSION**

CARE Hawaii's mission is to provide a comprehensive array of behavioral health services to promote the physical, emotional, social, spiritual, recreational, and educational development of all identified consumers and their families/significant others.

## **PHILOSOPHY**

The philosophy of treatment and services embraced by CARE Hawaii is that of empowering all clients and their families/significant others with skills to successfully meet the challenges of growth and development.

The economic plight of Care Hawaii, Inc. has been consistent this past year. It was a tough year for any business, but due to the type of services Care Hawaii provides, we were able to provide behavioral health management to those in need, while going above and beyond to change the shift to the wellness of mental health to those who were isolated during the pandemic. The isolation created a new version of mental health issues, in which Care Hawaii was able to provide an isolation hotel for those who may have been in close contact with someone who has tested positive for COVID 19, or for those who were positive for COVID 19. Care Hawaii then partnered with the State of Hawaii, in providing behavioral health management through the Hawaii Cares Line. This call center provides support and resources throughout the State of Hawaii.

This past year, Care Hawaii was able to adapt to the changing needs of the community, by making those connections with community members, Legislative officers, and empathic employees of Care Hawaii, Inc.

## **Development of the Strategic Plan**

We gather information from our surveys from the person's served, employees, and stakeholders. We analyze our companies' strengths and weaknesses, as well as emerging opportunities, risks, and future threats. From the feedback that we receive, a strategic plan is developed, and goals are chosen to address the needs of the person's served, employees, and stake holders.

## **Social Determinants of Health**

As stated above, Care Hawaii serves the vulnerable mentally ill and intellectually disabled populations. Both are vulnerable populations who need assistance, to live, work, grow, and age with grace and dignity. According to state of Hawaii's Healthy Hawaii Strategic Plan, their goals for a vision of a healthy future for the people of Hawaii include.

- Innovative collaborations and non-traditional partnerships to improve health equity and to reach remote, vulnerable, and underserved populations.
- Resource sharing to minimize redundancies and safeguard sustainability
- Use of evidence-based strategies to ensure efforts are driven by data, research, and evaluations; and
- Participation and leadership to encourage individuals and organizations to identify their areas of strength, roles and responsibilities, and possible contributions to improve the health of Hawaii's people.

According to the Hawaii Health Strategic plan, Hawai'i is one of the most diverse states in the nation. The state's main population groups are Native Hawaiians, Japanese, Chinese, Filipinos and Caucasians. Hawai'i has a larger percentage of Native Hawaiians, Other Pacific Islanders, and multiracial subgroups than the rest of the country. Non-Caucasian minorities, including large immigrant populations from Asian and Pacific Islander nations, comprise 74% of the population. Although Hawai'i has consistently placed a high value on providing accessible, top quality health care for all, health disparities between population groups exist.

Numerous social, economic, and environmental factors influence the health of individuals and populations. For example, people with a quality education, stable employment, safe homes and neighborhoods, and access to high-quality, preventive health services tend to be healthier throughout their lives and live longer. Conversely, people with behavioral health disorders, those identifying as a sexual and gender minority including lesbian, gay, bisexual, transgender, queer and/or questioning (LGBTQ), or persons of low socioeconomic status, often face inequitable health outcomes. Where you live directly affects your health in a number of ways, from the accessibility of healthy food, to the availability of green space to be physically active, to access to

primary health care. In Hawai'i, life expectancy ranges by zip code from 73 years to 87 years, a 14-year difference.

Inequity is also found across ethnic and non-English speaking communities. The COVID-19 pandemic and climate change are bearing out the disparate vulnerabilities across communities in Hawai'i.

Care Hawai'i has already created partnerships where the social determinant of health is already a priority. Last year alone, through the pandemic, Care Hawaii partnered with the State of Hawaii to provide a quarantine/isolation hotel for those community members and travelers affected by COVID 19 who did not have any residential resources to quarantine. Care Hawaii also wrap around services to support the consumers participating in Care Hawaii programs. These wrap around services include, Day Treatment Counseling, Drug/Alcohol abuse counseling, Crisis Intervention Services, and Residential facilities. These services help to reduce redundancy and creates easier access to services for consumers statewide.

Care Hawaii is always looking for opportunities to enhance the current services provided or new opportunities that may open in the future. One way that Care is improving their current services, through the new Microsoft 365 program, that will provide Care with real time data on consumers services, needs, along with tools to ensure that our employees are effective and efficient in providing services.

## **SATISFACTION WITH CARE SERVICES**

The Quality Assurance Department polls consumers, stakeholders and employees to determine the degree of satisfaction with CARE Hawaii's services. Individuals who are invited to participate in the surveys do so through the corporate satisfaction forms. The surveys are completed on a quarterly or annual basis (depending on the survey) on all islands throughout of all of CARE's services. The consumer satisfaction, employee satisfaction, and stakeholder satisfaction surveys are submitted annually.

2020 FY – This year was filled with uncertainty and a growing change of normal events. Care Hawaii was able to continue to fulfill contractual obligations through the necessary changes that had to be made. Some of these changes included Case Management services provided through the phone or telehealth. For those cases where face-to-face was a necessity, the employees came together to make that happen.

### **Expectations of the persons served**

Through the consumer satisfaction surveys, overall, the consumers were satisfied with the services they received. Some comments included not being able to access telehealth due to no phone or computer, which was a barrier to their treatment, and not having as much face-to-face time with their case managers due to the state shutdown mandate. Some of the positive comments included, being thankful for still having services through the shutdown, and their case managers being very helpful by providing the support they needed while isolated. Care Hawaii has responded to the needs of the person's served by implanting a new online case management platform that is accessible by the IPADs provided to case managers.

### **Expectations of Employees**

The employee satisfaction surveys were reporting to have employees who were thankful to still be working during the year and wanting to do more for their consumers at this time. Other comments included, getting better access to online resources for the employees to do their job better. Care Hawaii has responded by partnering with a HR firm that enables Care to provide online trainings that is accessible anywhere in the community, and by providing free trainings created by the HR firm, that responds to the needs of the employees.

### **Expectations of other stakeholders.**

Care Hawaii's stakeholders were very impressed with the way Care Hawaii handled the state shutdown and were thankful for continuing services at a very unpredictable time. No improvement needed at this time, Care Hawaii will continue to ensure these relationships with stakeholders stay a priority.

**\*To see how this data was collected, please click on the link below to access specific program summaries if surveys collected.**

**>SharePoint link to program summaries**

## **Legislative**

CARE's experience in Legislative coordination and strong partnerships with:

- The Office of the Lieutenant Governor
- Health and Human Services Committee members from the House of Representatives and Senate (Legislative)

To the extent possible, CARE staff will utilize existing relationships and forge new partnerships with Legislative and Government officials to:

- Track Departmental Budgets
- Respond to questions regarding Legislations for mental health, judicial, and children's services.

## **Regulatory Issues**

CARE Hawaii is constantly aware of our regulatory requirements. Key staffs are regularly updated by legal counsel and insurance administration about new laws and regulations. Policies and procedures are created to comply with several Department of Labor laws such as Fair Labor Standards Act (FLSA), Occupational Safety and Health Act (OSHA) and Family and Medical Leave Act (FMLA) to name a few. Other regulations such as those set forth by the Equal Employment Opportunity Commission (EEOC), Internal Revenue Service (IRS) and other state laws are also conformed to. These laws and regulations are incorporated into the daily administration of the organization. Employees are advised through orientation, training, posters and the Employee Handbook given to each employee at time of hire. Every manager is also trained on these topics through CARE Hawaii's management training.

## **Collaboration**

CARE Hawaii has strong partnerships with:

- Hawaii State Department of Health, Alcohol and Drug Abuse Division
- Hawaii State Judiciary, First Circuit Court, Adult Client Services
- Hawaii State Judiciary, First Circuit Court, Family Court
- Hawaii State Department of Health, Adult Mental Health Division
- Hawaii State Department of Health, Child and Adolescent Division
- Hawaii State Department of Health, Developmental Disabilities Division
- Hawaii State Department of Health, Early Intervention Services

CARE Hawaii is developing partnerships with insurers, including

- Aloha Care
- Ohana Health Plan

## **The Prospectus**

CARE's competitive environment consists of many competitors who campaign for the same consumers. Many of our competitors remain consistent; however, from time-to-time during RFPs new opponents may receive a fraction of the same contract. Our current competitors are as follows:

- AMHD contracts:
  - CBCM – Community Mental Health Centers (state operated), North Shore Mental Health, Helping Hands, CES, APS
  - SRSP – State of Hawaii (Hawaii State Hospital), Breaking Boundaries
  - Group Homes – Breaking Boundaries, Mental Health Kokua, Pohailani, Steadfast Housing, Hale Na'au Pono
  
- ADAD contract
  - BISAC, Salvation Army, ATS, Hina Mauka, Aloha House
  - Adolescent – Hina Mauka, YMCA, TIFFE
  
- IOP Adult Judiciary Contract:
  - Queens Day Treatment, Salvation Army ATS, Hina Mauka, Sand Island Treatment Center, and Freedom Recovery.
  
- IOP Youth Judiciary Contract:
  - YMCA, Bobby Benson
  
- ID/DD - Waiver
  - Aloha Habilitation Services, Catholic Charities, CFS, Full Life Corporation, Goodwill Industries of Hawaii, Hawaii Health Services, Lanakila Rehabilitation Center, Nursefinders, Preferred Home and Community, Response Caregivers of Hawaii, SECOH, Arc of Hawaii, Alternative Care Services, Easter Seals Hawaii

Currently we are solely awarded contracts for the following programs:

- Crisis Services statewide (except Maui)
- Intellectual / Developmentally Disabled Services Crisis Services statewide

Financial opportunities for CARE are limited due to contract restraints. However, we ensure current programs are delivering the maximum allowed and clinically appropriate contracted services. CARE continuously seeks opportunities for financial growth through the following methods:

- Networking for business development
- Building strong relationships with state division administrators, insurance providers and other stakeholders
- Remaining current with industry trends
- Streamline operations to ensure costs are kept to minimum
- Implementing a robust IT system to take advantage of technologies which reduce costs

- Consistently consulting with CARE's independent accounting firm to ensure the best financial systems are in place to keep financing costs at a minimum

CARE's financial threats are both internal and external as follows:

Internal:

- Employee theft
- Inefficient use of finances
- Employee error
- Sabotage
- Inefficient clinical programs
- Mis/Un-informed on governing entities regulatory expectations (DOL, IRS, etc)
- Not adapting well to different payment methods

External:

- Contract modifications
  - Cuts
- Competition
- Legal matters
- Bank restricting/ withdrawing financing
- State under-budgets for services causing a shortfall and jeopardizing reimbursements to us
- Facility not meeting operational needs (landlord not meeting lease agreement)

CARE's business capacity is primarily dictated by our responses to RFPs and program contracts. CARE is a for-profit corporation who in most cases are unable to apply for grants, donations or other endowments which would be designated for not-for-profit entities. Most program contracts specifically declare the selection of consumers to be seen, the amount of consumers and geographical location. Furthermore, licensed residential facilities require additional specifications.

In addition to contract restrictions, financially CARE is limited to self funding and financing provided by lenders.

- Self funding is exclusively derived by profits earned through program contracts
- Financing is limited to term loans and a line of credit. Both are secured by financial covenants set forth by the lender.



## **Future Trends and Business Challenges**

1. Maintain flexibility in financial operations to ensure judicious and timely reaction from management during financial and other challenges.
2. Adhere to evidence based practices for the population served and strive for clinical excellent to promote wellness and protect public safety.
3. Collaborate with various organizations, stakeholders and funding sources to engender the broadest support for CARE's services.
4. Utilize information technology to the extent possible to foster and improve communication between CARE and its stakeholders.
  - a. Develop systems using technology to streamline operations
5. Provide education to the community to reduce the stigma associated with the mentally ill and addicted populations.

## **Financial Position**

CARE Hawaii is recovering from previous financial losses. The fiscal year for 2017,2018 and 2019 was extremely financially challenging. CARE Hawaii implemented a vast array of important financial strategies in order to improve the financial position of the company. CARE Hawaii will continue to improve its financial position by maintaining and monitoring the improvements we made the past couple of years. CARE Hawaii will need to complete the improvements that was put on hold in order to accomplish the more critical improvements the past few years. Resources to be allocated will mainly be management time commitment to implement changes to attain goals. The new CARE Hawaii finance team will continue to improve the financial stability and long term prospects by imploring new structured ventures and investment prospects.

## **Succession**

CARE Hawaii relies on its workforce to carry out its mission and vision, provide services, and meet organizational goals. Succession planning helps the company to prepare in the event that key individuals leave, either planned or unexpectedly. Key positions are identified as those requiring specialized skill or levels of experience, and those that will be difficult to replace. Senior management has identified key positions and all have a replacement plan in place in the event that the person leaves the company.

CARE also constantly reviews current workforce needs and anticipates future needs when new services or the expansion of current services is expected. Beginning this year, a new hire ticket system will be implemented to track the new hire process and allow CARE to run reports on the number of job positions in any department, the number of open positions, and the length of time to fill a

job vacancy. Additionally, the COO will report on expected workforce needs for programs that may be new or expanding and identify where these staff will come from (internal or external). CARE always prefers to recruit internally and encourages all staff to review the job ladder for requirements (experience, education, etc.) for other positions that may interest them.

## STRATEGIC DIRECTION FOR 2021

<b>GOAL: Enhance quality of care for all consumers served</b>			
<b>Objective: All services and components of services meet best practices</b>			
<b>Task</b>	<b>Status as of 12/31/2018</b>	<b>Status as of 12/31/2019</b>	<b>Status as of 12/31/2020</b>
Identify sources for each program area for best practices.	No further progress – the President has volunteered to take on this task and will be assigned as person responsible in the 2018 Strategic Plan	Best practices were gleaned from previously submitted RFP's and sent to programs prior to CARF survey. All programs are to include these B.P.'s into their orientation and annual trainings.	Best practices continued development training was temporally on hold during the pandemic. During the pandemic Dr. Tina will continue to research Best Practices to be ready for development training once the pandemic has ended.
Identify method for training staff regarding best practices and monitoring for adherence	Seeking Safety DVD's & Online Training Facilitator Guide was purchased Jan. 2017. SRSP and TLP began training in Feb. during their Monthly Meetings. The President agreed to take on this task as of November.	The training tracker which was fully implemented in the 1 <sup>st</sup> quarter of this year will ensure staff receive Best Practices training. Supervisors incorporate BP in supervision using the newly revised supervision form	Best practices continued development training was temporally on hold during the pandemic. During the pandemic Dr. Tina will continue to research Best Practices to be ready for development training once the pandemic has ended.

		that was sent out in Sept.	
<b>Objective: All services will meet quality of care guidelines</b>			
<b>Task</b>	<b>Status as of 12/31/2018</b>	<b>Status as of 12/31/2019</b>	<b>Status as of 12/31/2020</b>
Progress notes will be entered in a timely manner (i.e. end of shift or within 24 hrs)	A meeting was held towards the beginning of the year between the President and Program Directors. It was decided that all depts. Would work on getting their staff to enter notes within 72 hours, then work slowly up to the 24 hour benchmark. PD's began submitting monthly progress note reports, and trends are brought to the ELC to be reviewed/ discussed	Programs have improved and are doing well. Will review again every 2 months.	Programs have improved and are doing well. Will review every 6 months.

<b>GOAL: Enhance Employee Resources</b>			
<b>Objective: Recruit Qualified Employees</b>			
<b>Task</b>	<b>Status as of 12/31/2018</b>	<b>Status as of 12/31/2019</b>	<b>Status as of 12/31/2020</b>
Establish relationships with educational institutions	This year, PD's were asked to re-establish their college contacts - Louisa – working w/ Black Nurses Assoc. and HPU but didn't get a	Crisis Oahu Director has been in contact with Chaminade. 1 Crisis Worker will be interning with CARE. 2 interns in Day Tx.	Due to the pandemic this was temporally put on hold with regards of establishing new relationships with educational

	<p>lot of employees as they don't have the req. experience. Analu – working w/Chaminade (getting calls from interns directly interested in CARE) and UH Manoa &amp; LCC contacts as well. Angie – Argosy contacts but most don't have req. experience. Eren – Chaminade contacts and Argosy has been sending us MA apps. Mark – reached out to various colleges, providing job criteria but has yet to hear back.</p>	<p>1 intern in IOP. Director will continue to help establish relationships. DDD Director will continue to attempt making contact.</p>	<p>institutions. Directors have attempted to continue positive current relationships with educational institutions.</p>
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**Objective 2: Build Rapport – Increase Employee Morale**

<b>Task</b>	<b>Status as of 12/31/2018</b>	<b>Status as of 12/31/2019</b>	<b>Status as of 12/31/2020</b>
Provide regular morale building support and events	<p>All programs report recognizing staff birthdays and other life events. Hilo is starting a Pono Award – any employee can acknowledge others. Hilo staff also participated in the Merrie Monarch parade</p>	<p>All depts. Participate in Employee of the Quarter. Hilo office again participated in the Merrie Monarch parade with a float. Thanksgiving dinners were provided to the residential consumers by</p>	<p>President and COO met to discuss a plan of action due to the public health pandemic. Plan included meeting weekly with all Directors to ensure employees are being supported as much as possible in the</p>

	<p>this year with a float &amp; Hilo staff and clts to design a CARE Hilo parade shirt. All PD's are encouraged to organize potlucks or possibly leaving 1 hr early from work 1 Friday a month to socialize, and management is considering regular raffles for parking, vacation days etc</p>	<p>CARE staff. All islands were approved for holiday parties. There was discussion regarding nomination of employees based on specific criteria (as yet to be determined) for entry into raffle for parking or vacation day.</p>	<p>pandemic. Bringing back the employee newsletter so that every employee is informed of what is going on at their place of employment.</p>
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**Objective 3: Improve & Increase Employee Trainings**

<b>Task</b>	<b>Status as of 12/31/2018</b>	<b>Status as of 12/31/2019</b>	<b>Status as of 12/31/2020</b>
<p>Conduct annual survey of competitive wages</p>	<p>Labor statistics were for 2017. DLS reports do not include required degrees for positions so it can be difficult to tell if our positions match exactly with DLS positions, however it appears as if we are on par with DLS pay scale. Additionally info was pulled from Indeed website and found that we are paying more</p>	<p>Put on hold due to the restructuring of CARE Hawaii during a difficult year.</p>	<p>Current goal to be put on hold due to the COVID 19 pandemic. All programs are continuing to provide services with minimal adjustments that needed to be made. All residential facilities continue to be fully functioning. Some positions have been put on furlough due to the COVID 19 pandemic and the shutdown of</p>

	for similar positions of our Hawaii competitors.		the state. Directors continue to check in on a weekly basis to update the President and COO on program services.
Establish a database of best practices for employees to access	No progress – the President agreed to take on this task towards the end of the fiscal year.	The President reviewed best practices that were submitted with previous RFP's and was unable to find a lot of newer evidenced based best practices. The other PD's in the meeting agreed. Current best practices were distributed to PD's and all programs are to begin training CARE Hawaii employees..	QA to review and update with Dr. Tina recommendations on all trainings to meet standards.
Ensure all required corporate and program trainings are being provided	All corporate trainings have been updated – will change this task to “ensure all required corporate and program trainings are being provided” A training committee was established. CARF required trainings were reviewed and it was decided that	Training trackers specific to each department have been created and distributed to PD's for tracking purposes. Secured folders were created for depts. In order for them to save their trackers to the server which can be accesses	QA to continue to monitor all corporate trainings.

	all programs would start using a training tracker provided by Admin. To ensure all staff take all necessary trainings	and reviewed by the CEO. All departments are to upload their most recent trackers to their folder quarterly.	
<b>Objective 4: Enhance Communication</b>			
<b>Task</b>	<b>Status as of 12/31/2018</b>	<b>Status as of 12/31/2019</b>	<b>Status as of 12/31/2020</b>
Improve company website	Brian put this project on hold until servers could be moved and network upgraded, which was accomplished in June of this year. Brian developed a new structure for website that will include resource references and interactive elements	Website structure was changed but still need items on the front page to be fixed. Brian working on having staff be able to access certain non-CARE trainings via the website	The website was finished..

<b>GOAL 4: Enhance Internal Operations</b>			
<b>Objective 1: Initiative to Improve Stakeholder Relations</b>			
<b>Task</b>	<b>Status as of 12/31/2018</b>	<b>Status as of 12/31/2019</b>	<b>Status as of 12/31/2020</b>
Initiative to improve stakeholder relations	Stakeholder survey results from 10/17 were very poor for the Big Island, particularly for EH. The Hilo PD submitted a CAP and it was suggested that we install a call center type of system so calls	New phone system put on hold during restructuring of CARE Hawaii. President and COO increased stakeholder relations by going to all provider meetings with	President and Directors successfully improved stakeholder relations by being easily available via phone, video conferencing or in person during the pandemic at all hours of the



	<p>can be tracked as lack of communication was the biggest complaint from stakeholders. New phone system should be installed early 2019.</p>	<p>stakeholders and successfully communicated by being main point of contact for majority of all program communication.</p>	<p>day for our valued stakeholders.</p>
<p>Enhance ethical performance of the company *as of 2018 wording changed to "Support ethical performance of the company"</p>	<p>A new ethics training was delivered to staff statewide, and ethics issues are now reviewed in the ELC.</p>	<p>Live ethics trainings continue to be delivered by the CEO and Compliance Manager at all locations across the state.</p>	<p>The in-person ethics trainings put on hold during the pandemic.</p>
<p>Improved employee retention and maintain employee turn-over rate at 5% or below"</p>	<p>CEO provided JPR training for all managers. Turnover rate for year was between 2.1% - 3.0% Staff shortage in some dept. has caused employee stress as workload increases while we find new employees. Residential dpt. And Hilo could use a staff member who can provide CPR/FA training for new hires to reduce lag of start date of new hires. Hilo and Residentials</p>	<p>CEO created a new job performance evaluation tool which is shorter and more streamlined and should help supervisors provide more relevant and concise feedback to staff. No progress on getting a CPR/FA trainer in Hilo or the Residential facilities due to various reasons – we will continue to work on this in the coming</p>	<p>The employee retention will be monitored during the COVID – 19 pandemic. During the pandemic the COO will continue to look at new initiatives to improve employee retention.</p>

	were approved to select a staff member to become certified instructors.	year. Turnover rate is 1.96% for the year.	
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**Indicators of Success Given the Priorities for the performance analysis**

- **Sustainability of CARE Hawaii, Inc**
- **Best Practices are utilized in all levels of care**
- **Improve communication/satisfaction with stakeholders**
- **Ethical performance of CARE is maintained**
- **Employee morale and retention rates are improved**