

THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES

Type of Grant Request:

Operating Capital

Legal Name of Requesting Organization or Individual: Db:

Hawaii Hospital Education and Research Foundation (HHERF)

Amount of State Funds Requested: \$ 475,000

Brief Description of Request (Please attach word document to back of page if extra space is needed):

Please see attached.

Amount of Other Funds Available:

State: \$ 475,000

Federal: \$ N/A

County: \$ N/A

Private/Other: \$ 775,800

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ N/A

Unrestricted Assets:

\$ 724,623

New Service (Presently Does Not Exist): Existing Service (Presently in Operation):

Type of Business Entity:

- 501(C)(3) Non Profit Corporation
 Other Non Profit
 Other

Mailing Address:

707 Richards Street, PH2

City: State: Zip:

Honolulu HI 96813

Contact Person for Matters Involving this Application

Name:
Hilton Raethel

Title:
President & CEO

Email:
hraethel@hah.org

Phone:
808-521-8961

Federal Tax ID#:

State Tax ID#

Hilton A Raethel

Hilton Raethel; President & CEO

01/14/20

Authorized Signature

Name and Title

Date Signed

received
1/17/20 20

11:38 am



Hawaii Hospital Education and Research Foundation

Senate Ways and Means Committee
State Capitol, Rm. 208
Honolulu, HI 96813
Attn: GIA

The Hawaii Hospital Education and Research Foundation (HHERF), a 501(c)(3) affiliate of the Healthcare Association of Hawaii, is providing an application for a grant-in-aid to the Senate Ways and Means Committee on Friday, January 17, 2020. The applicable materials are included.

We respectfully request your review of this application and thank you for your time and consideration.

Application Submittal Checklist

The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a) Budget request by source of funds ([Link](#))
 - b) Personnel salaries and wages ([Link](#))
 - c) Equipment and motor vehicles ([Link](#))
 - d) Capital project details ([Link](#))
 - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

Hil R Raethel

HILTON RAETHEL; PRESIDENT & CEO

01/14/20

AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

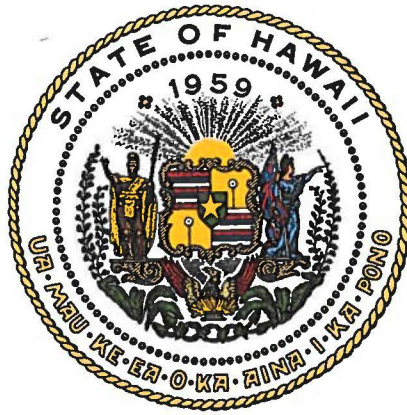
DATE



Hawaii Hospital Education and Research Foundation

Brief description of Request: (attachment for cover page)

The requesting organization is the Hawaii Hospital Education and Research Foundation (HHERF), which is a 501(c)(3) affiliate of the Healthcare Association of Hawaii (HAH). The public purpose for the grant is to improve shortages in Hawaii's healthcare workforce by increasing availability of entry-level healthcare certification programs in public high schools statewide. HHERF aims to accomplish this by targeting, expanding and improving upon the existing footprint of high school health academy certification programs in order to provide direct high school post-graduation employment in the healthcare industry; matching supply to the identified demand for healthcare workers in specific areas on an ongoing basis; and providing scholarships for students in underrepresented populations to enroll in health academy certification programs.



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

HAWAII HOSPITAL EDUCATION AND RESEARCH FOUNDATION

was incorporated under the laws of Hawaii on 08/11/1975 ;
that it is an existing nonprofit corporation; and that,
as far as the records of this Department reveal, has complied
with all of the provisions of the Hawaii Nonprofit Corporations
Act, regulating domestic nonprofit corporations.



IN WITNESS WHEREOF, I have hereunto set
my hand and affixed the seal of the
Department of Commerce and Consumer
Affairs, at Honolulu, Hawaii.

Dated: January 15, 2020

Director of Commerce and Consumer Affairs

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.

- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.

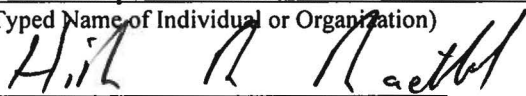
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Hawaii Hospital Education and Research Foundation

(Typed Name of Individual or Organization)



(Signature)

01/14/20

(Date)

Hilton Raethel

(Typed Name)

President & CEO

(Title)

Application for Grants

If any item is not applicable to the request, the applicant should enter "not applicable".

I. Certification – Please attach immediately after cover page

1. Certificate of Good Standing (If the Applicant is an Organization)

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2019.

See attached.

2. Declaration Statement

The applicant shall submit a declaration statement affirming its compliance with Section 42F-103, Hawaii Revised Statutes. ([Link](#))

See attached.

3. Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. ([Link](#))

The requesting organization is the Hawaii Hospital Education and Research Foundation (HHERF), which is a 501(c)(3) affiliate of the Healthcare Association of Hawaii (HAH). The public purpose for the grant is to reduce the shortages in Hawaii's healthcare workforce by increasing the availability of entry-level healthcare certification programs in public high schools statewide. Hawaii employers are facing a shortage of qualified healthcare workers and a tight labor market. Maintaining and growing the workforce across the entire range of healthcare professions is necessary to meet the overall needs of our state, especially as the population ages.

HHERF aims to reduce the healthcare workforce shortage in a targeted way by:

- 1) Expanding high school health academy certification programs to provide direct employment in the healthcare sector for high school students upon graduation;
- 2) Accurately matching supply to demand for healthcare workers on an ongoing basis; and
- 3) Providing scholarships for Native Hawaiian and other ethnic minority students to enroll in health academy certification programs.

II. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of the applicant's background;

The applicant, Hawaii Hospital Education and Research Foundation (HHERF), is a nonprofit 501(c)(3) organization incorporated in the State of Hawaii on October 14, 1975. HHERF is an affiliate of the Healthcare Association of Hawaii (HAH), which is a nonprofit trade organization that advocates on behalf of over 170 healthcare organizations in the State of Hawaii. HHERF shares similar board members with HAH, and the members of both organizations include substantially the same healthcare organizations in Hawaii. HHERF is the recipient of this grant, and HAH will provide additional program management and administrative services to HHERF.

For the last several years, HAH has invested a significant amount of its time and financial resources in developing a statewide workforce initiative survey and publishing the survey's results. The Healthcare Workforce Initiative was launched in 2018 in conjunction with HHERF to address the need for a stronger workforce pipeline for healthcare organizations across Hawaii. Two surveys were initiated and the findings provided HAH with a baseline of data on the healthcare sector's needs. Phase I of the survey (April 2018 – June 2018) provided the inventory of healthcare programs that were being offered. Phase II (October 2018 – April 2019) provided the first-of-its kind survey to identify the healthcare sector's workforce needs for targeted professions.

HAH's 2019 healthcare workforce report demonstrated that there are more than 2,200 vacant patient-facing, non-physician jobs across 76 professions, with an average vacancy rate of 10%. One important finding related to this grant was the identified need for workers in entry-level positions such as medical assistants, nurse aides, patient services representatives, and other key professions. The report also identified the need for the healthcare sector to train some of its own workers to fill specific jobs and better coordinate with educational institutions.

The Healthcare Workforce Initiative has ultimately provided a baseline for collaboration to take place in a more coordinated and data-driven way than in the past. Since the release of the 2019 report, which covered Phases I and II, HAH and HHERF moved into Phase III, which focuses on healthcare workforce solutions. Phase III consists of 10 workstreams, one of which involves increasing the number and capacity of high school health academies and certification programs statewide. This focus will be on communities where there is a high need for specific entry-level positions, as identified in the survey. The healthcare

sector provides an attractive option for high school students who want to stay in Hawaii while also presenting opportunities for career advancement.

HHERF is already working collaboratively with the Department of Education (DOE), Department of Health (DOH) and Department of Labor and Industrial Relations (DLIR) through high school health academies to provide healthcare training and certifications to students in public high schools. The existing programs provide exposure to certain healthcare professions, and in some cases allows students to receive certification in specific fields and college credits while still in high school. Once students complete their respective programs, they are able to start working in the healthcare sector with a starting wage of \$14-17/hour.

HHERF believes that the healthcare sector plays a significant role in Hawaii's overall economy and is committed to expanding the programs offered by the high school health academies. HAH has already invested more than \$500,000 to move the overall Healthcare Workforce Initiative forward and will continue to pursue this workforce development project from within its membership, as well as by leveraging other sources of public and private funding.

2. The goals and objectives related to the request;

The services to be supported by the grant are:

1. Hire a Program Coordinator to implement and track high schools that have health academies;
2. Recruit and secure clinical training instructors using a combination of community college faculty, healthcare sector instructors, and DOE faculty;
3. Purchase clinical equipment and supplies to enable on-site training;
4. Develop collateral program materials for educators, students, and parents;
5. Purchase a software program to track, match and coordinate clinical placements for students; and
6. Provide scholarships for Native Hawaiian and other ethnic minority students to increase their presence in the healthcare workforce.

One of the overall goals for HHERF related to this request is to expand opportunities at high school health academies by offering certification programs that more accurately match supply and demand for new healthcare workers in Hawaii. These programs focus on entry-level training and healthcare professions that can lead to further career advancement and opportunities. The target audience is public high school students statewide, particularly those who may not be planning on attending college. The resulting entry-level positions would pay more than the minimum wage (typically \$14-17/hour), giving students a promising career path while also filling gaps in the healthcare workforce.

Another objective to be supported by the grant is to employ a Program Coordinator to support healthcare certification programs in the high school health academies. This key personnel position will be on the front line to expand and

implement the health academy certification programs across public high schools statewide. The Program Coordinator will support the development of and secure program marketing and communication materials that will inform and promote these academies to educators, students, and parents.

The Program Coordinator will also collaborate with healthcare organizations and community colleges in recruiting clinical instructors for the health academies, who will teach the course content. Additionally, the Program Coordinator will work in partnership with DOE teachers from the high schools who will supervise their respective classes and oversee attendance and discipline issues.

Additionally, the Program Coordinator will work with the health academies to update equipment and provide supplies for existing health academies and deploy a "start-up kit" of equipment and supplies for academies as they are established. The equipment and supplies are important for exposing students to the equipment used in hospitals and other healthcare settings today and ensuring device familiarity upon entering the workforce.

HHERF also proposes to use the grant to produce marketing and communications materials for educators, students, and parents so that they better understand the opportunities available through the health academies. These materials will include, for example, career pathway illustrations showing students how actual Hawaii healthcare professionals started in their fields and how they got to their current positions.

HHERF is also pursuing the procurement of essential software to match and coordinate students with a clinical placement. Matching students properly with hands-on training in the field is crucial to the success of these students' and the effectiveness of the certification programs. These placements allow students to gain practical experience and necessary hours of hands-on training in their chosen field.

HHERF plans to use a portion of the grant to provide scholarships, with a focus on Native Hawaiian students. The scholarships will help to cover the costs of enrollment into a certification program at a health academy. Typically, it costs a student between \$3,000-\$5,000 to complete a certification program, depending on the profession they choose to pursue. These costs include books, supplies, lab coats, transportation, and other pertinent materials, as well as the cost of tuition for the program.

HHERF's goal for these scholarships is to remove a potential barrier to enrollment in a certification program for students from disadvantaged backgrounds, with a focus on Native Hawaiian students. The purpose of focusing on Native Hawaiian students is because Native Hawaiians are underrepresented in the healthcare field, and because the population as a whole experiences some of the worst health outcomes in the state. HHERF seeks to

provide an opportunity for Native Hawaiian students to become influencers in their communities and improve their own health and well-being.

HHERF will oversee, manage and distribute the scholarship monies. The scholarship committee will have representation from different geographic regions, health academies, HHERF leadership, and HHERF member organizations.

HHERF will track the totals for the following:

- Number of scholarship recipients;
- Demographic information on scholarship recipients;
- Students graduating;
- Students successfully completing a certification program; and
- Students entering the workforce in the field for which they received their certification.

The goals of the scholarship program are to:

- Increase awareness of healthcare as a potential career choice for students from low-income households, with a particular focus on Native Hawaiian students;
- Provide the opportunity for disadvantaged students to receive sector-recognized certification in one of the identified entry-level healthcare careers, while in high school;
- Give students the opportunity to gain college credit while in high school, which they can apply towards a future associate or bachelor's degree, should they choose to further their education;
- Increase the proportion of Native Hawaiians in the healthcare workforce and provide students the opportunity to become influencers in their local communities, while simultaneously starting their career in healthcare; and
- Remove cost as a barrier for participation in these certification programs.

Ultimately, HHERF's desired outcome for this program is to build a sustainable healthcare workforce pipeline for each of the identified entry-level positions, including those that many students would not traditionally consider as employment options. HHERF's goal is to ensure that students who have grown up in Hawaii and want to stay in the state can find rewarding, fulfilling and sustainable employment in the healthcare sector.

3. The public purpose and need to be served;

The public purpose of this grant is to provide healthcare training programs and career path opportunities that will significantly address healthcare workforce needs in the state. Hawaii is facing a shortage of qualified healthcare workers and a tight labor market. Maintaining and growing the healthcare workforce across the entire range of professions is vital if we are to meet Hawaii's overall healthcare needs. The ultimate goal is to provide a strong healthcare workforce

pipeline, with a focus on targeting the specific needs of employers. This will, in turn, help organizations in the state provide high-quality healthcare in Hawaii.

As Hawaii's population ages, there is a critical need for a more robust healthcare workforce pipeline to keep up with growing demands. For example, data released by the U.S. Census Bureau shows that between 2010 and 2017, Hawaii's population of residents aged 65 and over grew by 57,000 individuals, representing a nearly 30% increase. In that same time period, the number of Hawaii residents aged 85 and over grew by nearly 9,700 individuals, representing a 32% increase.

HAAH's survey shows that there is already a significant unmet need for non-physician healthcare workers statewide, and leaders must be proactive in addressing future needs. The Healthcare Workforce Initiative survey found that there are at least 2,200 job vacancies within 76 non-physician, patient-facing professions. This represents approximately a 10% vacancy rate among these identified professions.

On average, vacancies are taking between six to twelve months to fill and the professions in greatest demand include the following:

- Medical Assistants
- Nurse Aides
- Registered Nurses (RNs) in specific specialties
- Patient Service Representatives
- Phlebotomists

The programs supported by this grant would be particularly beneficial for the 45% of public high school graduates who do not enter directly into higher education. The job opportunities provided by completing a certification program will help these students secure gainful employment at a higher wage than many other jobs can offer. Importantly, this program will provide a chance for students in Hawaii to stay in the state and find rewarding, fulfilling, and growth-oriented employment in the healthcare sector. HHERF's support of certification programs in the health academies will provide individuals with employment immediately after graduation, with the opportunity for continued development and a rewarding career within a stable and growing sector.

Additionally, HHERF wants to provide financial support to Native Hawaiians interested in pursuing a healthcare career who would otherwise be unable to enroll in a certification program due to their financial situation. Furthermore, this grant looks to increase the number of positions held by Native Hawaiians within the healthcare sector because they are traditionally underrepresented and have poorer health outcomes compared to other populations in the state.

4. Describe the target population to be served; and

The target population is high school students enrolled in public schools statewide. This program is meant to not only appeal to students who are already interested in pursuing a career in healthcare—it is also designed to provide awareness to students who may not attend college right after graduating from high school but who would like to explore their options while gainfully employed. There would also be a focus on encouraging Native Hawaiian students to participate in the health academy certification programs. These programs can provide a springboard for all students to enter the healthcare workforce immediately upon graduation and earn an above-average wage while gaining workforce experience that they can use to pursue further career growth.

5. Describe the geographic coverage.

HHERF's program will initially work with the existing health academies located at certain Oahu, Kauai, and Hawaii Island schools. HHERF's goal is to ramp up and expand the health academies and certification program opportunities throughout the state, which this grant will support by providing a Program Coordinator, funds for equipment/supplies and software for managing clinical placements, scholarship opportunities, marketing materials, and clinical instructors. One way these programs can be expanded quickly is to expand the "hub and spoke" model currently in use, which allows certain schools in smaller or more rural areas to connect with larger programs/academies that offer certification programs. HHERF is ultimately seeking to match supply and demand for the healthcare sector's needs in every community in Hawaii, and plans are in place to update the initial demand survey data every two years to meet this goal.

III. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;

HHERF seeks GIA funding to establish a full-time Program Coordinator position for the health academies and certification programs across the state. The Program Coordinator position is critical to ensuring that the health academies work efficiently with one another and connect with the public and private sectors in meeting specific workforce needs.

HAAH will be responsible for funding a Director of Workforce position (which is currently in the final selection stages). Additionally, HAAH will be funding an

assistant position to support the overall workforce initiative program. HHERF's Program Coordinator will be responsible for facilitating the rollout of high school academy projects and will coordinate with the Director of Workforce and assistant on other priorities. Until the Program Coordinator position is filled, the Director of Workforce will be working with the health academies to develop their programs.

Currently, there are fourteen Hawaii public high schools with health academies:

- Aiea High School
- Castle High School
- Campbell High School
- Farrington High School
- Kaimuki High School
- Kapa'a High School
- Kapolei High School
- Kauai High School
- McKinley High School
- Nanakuli High School
- Pearl City High School
- Roosevelt High School
- Waiakea High School
- Waipahu High School

HAH and HHERF will work with its members to continue to evaluate healthcare workforce needs, and to effectively support and partner with the health academies to expand their certification programs and create more graduation-to-workforce opportunities.

HHERF plans to procure software as part of this grant. This software will be used to track, match and coordinate students with healthcare providers to gain practical, hands-on experience that will make these students employable right out of high school. The certification programs initially chosen for implementation and/or expansion will be based on the results of the 2018/2019 Healthcare Workforce Initiative survey of healthcare workforce needs. HHERF plans to eventually expand this program statewide.

HHERF's Program Coordinator will work with HAH's communication and marketing department in developing material which will be vital for promoting outreach for this statewide program. The collateral material is in development and will provide program, certification, and scholarship information to educators, students, and parents so they can gain an understanding of these programs and the potential opportunities enrolling in these programs can provide. HHERF's Program Coordinator will also work with the community colleges and healthcare sector specialists to recruit clinical instructors to train students. These instructors will provide the specific clinical training for the Medical Assistant and Nurse Aide programs.

Each certification program will require hands-on classroom equipment for students to practice on and use. (This equipment generally has a lifespan of three years.) To train for a role in healthcare, students need to have hands-on experience with appropriate, up-to-date equipment. Health academies with existing certification programs will need updated equipment because some it is more than ten years old. New health academy certification programs will need to be provided with a base of equipment and supplies so students in all programs are adequately prepared for entering the workforce.

HHERF and HAH will continue to coordinate efforts between the healthcare sector and DOE, DLIR, and DOH. HHERF will work with stakeholders in the Native Hawaiian community (e.g., Kamehameha Schools, the Office of Hawaiian Affairs, the Council for Native Hawaiian Advancement, Ke Ola Mamo, AUW's Native Hawaiian nonprofit groups, and the Hawaii State Legislature's Native Hawaiian Caucus) to assist with program outreach and promotion of the health academies to communities statewide.

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

HHERF plans to execute this project according to the following timeline:

Scholarship program

Completed in First Quarter 2020:

- Develop evaluation criteria for scholarship program for Native Hawaiian students.
- Promote scholarship program to established health academies with certifications.
- Work with Native Hawaiian nonprofit groups to garner additional financial support for scholarship program.
- Work with DOE in promoting the scholarship opportunities.
- Provide the Hawaii State Legislature's Native Hawaiian Caucus with health academy information to include in communication efforts.

Completed in Second Quarter 2020:

- Evaluate submitted scholarship applications and notify applicants of their status.

Program Coordinator

Completed in Second Quarter 2020:

- Solicit and hire Program Coordinator position.

November 2020 - October 2021:

- Establish at least three (3) new healthcare certification programs in high school health academies.

Health academy equipment

July 2020 - ongoing:

- Equip health academies with supplies and equipment for on-site teaching in high school classrooms/health academies.

Health academy clinical instructors

Completed in Third Quarter 2020

- Recruit clinical instructors for certification programs.

Marketing material and outreach

End of 2020:

- Finalize a formal marketing and communications program strategy, including marketing collateral targeted at students, educators, parents, and the greater community to inform, promote, and guide entry-level career opportunities in healthcare.
- Solicit and finalize career pathways marketing materials to provide students, educators, and parents with information on career advancement and career path opportunities available.

Program tracking software

Completed in Second Quarter 2020:

- Procure software.

HHERF will monitor all programs on a monthly basis and will provide the state agency with a quarterly report on timeline progress and expenditures.

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

The following describes plans to monitor, evaluate and improve each of the specific grant areas:

- 1) **Software**: The Director of Workforce, HAH executives and consultants will evaluate and procure a software program that will track, match and coordinate students with healthcare providers to gain practical experience and necessary hours of training. The tracking program will also help to ensure that, upon graduation, students will be best positioned for entry-level employment opportunities within the healthcare sector because of their hands-on training. HHERF also plans to report quarterly to the applicable state agency on the progress of meeting healthcare workforce needs.
- 2) **Program Coordinator**: The Director of Workforce, HAH executives and consultants will evaluate the Program Coordinator's progress in meeting the current healthcare workforce needs. This will be measured by the Program Coordinator's success in procuring the software, meeting workforce needs in

the shortage areas identified, working collaboratively with health academies and other stakeholders, and awarding scholarships.

- 3) **Equipment and Supplies:** The Director of Workforce and the Program Coordinator will work with healthcare sector stakeholders to procure appropriate equipment for each high school health academy certification program. Each health academy will seek to procure relevant general and specialty equipment for the certification program(s) it supports. This will ensure that students are trained on up-to-date equipment, which will prepare them for employment. The Program Coordinator will maintain each health academy's inventory list and will develop an inventory tracking and monitoring process to be included in quarterly reports to the state agency. This data will be reported to the state agency on a quarterly basis.
- 4) **Clinical Instructors:** The Director of Workforce and the Program Coordinator will collaborate with the DOE, community colleges, and healthcare organizations in recruiting and retaining a set of clinical instructors for health academies and certification programs. The certification programs to be offered and their locations will be determined by the needs identified in the survey in order to better match supply with demand and adjust programs offered as necessary in the future.
- 5) **Marketing and Communications Materials:** HHERF and HAH will develop marketing and communications materials for the health academies. HHERF and HAH will also consult with the DOE and use feedback from focus groups (comprised of students, parents, employees and educators) to develop these materials. The materials will highlight the health academy certification opportunities, as well as the various career options with attractive earning potential. HAH and HHERF will work closely with the marketing team it selects to ensure that HHERF's message targets the appropriate audience. HAH and HHERF will solicit feedback from its target audience to evaluate and improve upon the materials created.
- 6) **Scholarships:** The Director of Workforce will develop a sustainable model for scholarships that will be offered to Native Hawaiian students who are interested in the healthcare sector. This program will include raising additional funds for the program outside of the grant. A key benchmark to the success of the program will be to award up to 48 scholarships to Native Hawaiian students. To ensure students' success, HHERF will develop and maintain a tracking system for the number/percentage of scholarships awarded, the number/percentage of students who successfully complete the certification programs, number of students who do not complete the program, and any barriers to success to complete the program. This data will be reported to the state agency on a quarterly basis and will identify and provide opportunities to improve the scholarship program.

HHERF and HAH will also evaluate the overall effectiveness of the health academy certification programs by monitoring whether the workforce shortage needs are being addressed. The healthcare sector survey results show that the greatest shortages are currently for Medical Assistants and Nurse Aides, so the health academy certification programs will initially concentrate on these professions. HHERF will monitor new student enrollees, graduation percentages, and filled workforce positions. This information will be benchmarked against the bi-annual workforce needs survey performed to track overall success of the program.

4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

HHERF will provide the state with a quarterly, detailed narrative which will include data described in the quality assurance plan for the Program Coordinator, clinical instructors, equipment and supplies, marketing materials, scholarships, and software program. HHERF will also report on the overall efficacy of the program by reporting on student enrollment, a summary of student progress towards graduation, entries into the healthcare workforce, and how certification programs are meeting employer needs.

IV. Financial

Budget

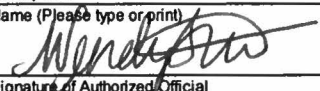
1. The applicant shall submit a budget using the enclosed budget forms as applicable, to detail the cost of the request.
 - a. Budget request by source of funds ([Link](#))

See below and attached.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2020 to June 30, 2021

Applicant: Hawaii Hospital Education & Research Foundation (HHERF)

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	70,300			180,000
2. Payroll Taxes & Assessments	4,900			12,600
3. Fringe Benefits	14,800			37,800
TOTAL PERSONNEL COST	90,000			230,400
B. OTHER CURRENT EXPENSES				
1. HAH Staff Allocation				91,700
2. Inter-island travel				7,000
3. Lease/Rental of Equipment				900
4. Computer Equipment & Software				9,500
5. Office Rent				1,800
6. Utilities				1,700
7. Insurance				1,300
8. Parking				5,700
9. Office Supplies				1,000
10. Classroom supplies	28,200			
11. Scholarships	120,000			
12. Marketing & Communications	30,000			95,000
13. Clinical Placement Software	25,000			25,000
14. Clinical Instructors	106,200			254,800
15. Project Management				50,000
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	309,400			545,400
C. EQUIPMENT PURCHASES	75,600			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	475,000			775,800
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	475,000	Wendy Odo	808-521-8961	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested				1/14/2020
(d) Total Private/Other Funds Requested	775,800	Signature of Authorized Official	Date	
TOTAL BUDGET	1,250,800	Wendy Odo, Chief Financial Officer	Name and Title (Please type or print)	

c. Equipment and motor vehicles ([Link](#))

See below and attached.

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2020 to June 30, 2021

Applicant: Hawaii Hospital Education & Research Foundation (HHERF)

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Hospital Bed	12	\$2,800.00	\$ 33,600.00	\$ 33,600.00
Venipuncture and Injection Arm	12	\$700.00	\$ 8,400.00	\$ 8,400.00
Intradermal Injection Simulator	12	\$300.00	\$ 3,600.00	\$ 3,600.00
Intramuscular Injection Simulator	12	\$700.00	\$ 8,400.00	\$ 8,400.00
Exam Table	12	\$1,800.00	\$ 21,600.00	\$ 21,600.00
TOTAL:	60		\$ 75,600.00	75,600.00

JUSTIFICATION/COMMENTS:

Needed equipment for the clinical lab portion of the programs for students to gain hands-on experience, so that they have the skills needed for the profession.

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMME N/A

d. Capital project details ([Link](#))

See below and attached.

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2020 to June 30, 2021

Applicant: Hawaii Hospital Education & Research Foundation (HHERF)

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST - N/A	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2018-2019	FY: 2019-2020	FY:2020-2021	FY:2020-2021	FY:2021-2022	FY:2022-2023
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						
N/A						

e. Government contracts, grants, and grants in aid ([Link](#))

See below and attached.

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Hawaii Hospital Education and Research Foundation (HHERF)

Contracts Total:

4,965,682

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau)	CONTRACT VALUE
1	Provide Planning, Development, Maintenance, and Implementation of Regional Hospital Plans	7/1/2015 - 9/30/2020	Department of Health	State of Hawaii	4,965,682
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2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2021.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$161,000	\$161,000	\$76,500	\$76,500	\$475,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2021.

The Healthcare Workforce Initiative survey (Phases I and II of the Healthcare Workforce Initiative) was funded by HAH and its members. This includes more than \$250,000 to develop the surveys and produce the report. Phase III, which is focused on implementing solutions, has also used HAH resources, including the future hiring of a Director of Workforce and an assistant and providing accounting/human resources services to support them. HAH members have also used their time and resources to support current certification and training programs.

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

N/A

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2021 for program funding.

See below and attached.

Applicant: Hawaii Hospital Education and Research Foundation (HHERF)

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Hawaii Hospital Education and Research Foundation (HHERF)

Contracts Total: 4,985,682

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY U.S. / State / Haw / Hon / Kau	CONTRACT VALUE
1	Provides Planning, Development, Maintenance, and Implementation of Regional Hospital Plans	7/1/2015 - 9/30/2020	Department of Health	State of Hawaii	4,965,682
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6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2019.

See below and attached.

**HAWAII HOSPITAL EDUCATION AND RESEARCH FOUNDATION
UNRESTRICTED CURRENT ASSETS
AS OF DECEMBER 31, 2018**

CURRENT ASSETS	
Cash	\$ 90,095
Accounts Receivable - net	62,906
Grants Receivable - net	112,019
Supplies	482,746
Prepaid Expenses and Other Assets	<u>12,772</u>
Total Current Assets	760,538
Less: Net Assets with Donor Restrictions	<u>35,915</u>
Total Unrestricted Current Assets	<u><u>\$ 724,623</u></u>

V. Experience and Capability

1. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

The requesting organization is the Hawaii Hospital Education and Research Foundation (HHERF), which is a 501(c)(3) affiliate of the Healthcare Association of Hawaii (HAH). HHERF shares similar board members with HAH, and the members of both organizations include substantially the same healthcare organizations in Hawaii. HHERF is the recipient of this grant, and HAH will provide additional program management and administrative services to HHERF.

HAH has over 60 years of experience developing and implementing large programs for the healthcare sector and Hawaii's communities. HAH focuses heavily on its strategic priorities with its membership, key stakeholders, and community partners, including health plans, DOH, DHS, DOE and other public and private institutions. These partnerships help HAH meet its 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."*

To highlight a recent project, in 2016 HAH assisted the acute care hospitals with updating its data analytics and reporting platform through the start-up of the Lualima Data Alliance (Lualima). Prior to Lualima, the healthcare sector had been using an expensive system that had ever-increasing annual maintenance costs. In the complex healthcare environment, the ability to quickly access and analyze data supports critical decision-making and improves clinical outcomes. HAH responded to its members' needs by standing up Lualima, which makes the data more accessible and provides tools to perform data analyses.

HAH researched best practices from other state programs and vetted several companies and found that there were advanced data cloud services that could optimize its data collection and reporting methods. HAH adopted the use of this advanced software service, which is also being used in twelve states.

The result was the formation of Lualima, a nonprofit corporation that provides a comprehensive data analytics and reporting platform that hospitals, healthcare leaders, policymakers, researchers, and community partners can use to support decision-making in creating sustainable healthcare solutions. Lualima's software allows users to readily view and retrieve hospital data based on a wide variety of metrics. The software provides transparency in its data reports. This new cloud-based technology also lowered the continually increasing costs of data collection services while providing data access and detailed analyses that were previously unavailable.

This sector-wide data reporting represents a collaboration of both public and private groups. Lualima collects and provides data from 24 hospitals statewide, providing each hospital member with monthly information, statistics, annual reports, and customized data sets.

In October 2019, Lualima finalized its contract with the DOH and now provides the agency with data and research information within days of the request. Prior to Lualima, the DOH was required to release an RFP for researchers to access requested data. Lualima also recently worked in partnership with the University of Hawaii John A. Burns School of Medicine in collecting and providing data for their global cancer research needs.

The formation of Laulima demonstrates the ability of the organization to recognize and respond to its members' needs and successfully implement innovative public and private partnership solutions.

As another example, in 2018 HAH was awarded a contract by the DOH's Alcohol and Drug Abuse Division (ADAD) to conduct screening, brief intervention, and referral to treatment (SBIRT) training statewide. The SBIRT program supported the goals of the 2017 Hawaii Opioid Initiative. The Hawaii Opioid Initiative is a collaboration of public health and safety agencies, healthcare professionals, and related community partners working together to respond to opioid use, misuse and opioid-related overdoses in Hawaii. The Hawaii Opioid Initiative's seven workgroups promote system improvement by integrating substance use prevention and treatment within Hawaii's healthcare system. The screening, brief intervention, and referral to treatment training focuses on screening procedures to identify risk for substance use. The program also uses key motivational interviewing concepts and principles that are tied to effective use of the FLO (Feedback; Listen and Understand; Options Explored) for patients with serious substance use-related problems.

In addition to training more than a hundred hospital staff, HAH has provided SBIRT trainings to healthcare staff that work at skilled nursing facilities, health plans, federally qualified health centers, the DOH, community clinics, and private practices. Healthcare workers at over thirty (30) different facilities and organizations were trained in SBIRT, and the trainings were conducted on the islands of Maui, Kauai, Hawaii Island, and Oahu.

The healthcare providers trained under this contract included: psychologists, licensed marriage and family therapists, licensed clinical social workers, registered nurses, physicians, case managers, substance abuse counselors, psychologists, emergency department managers, trauma and medical-surgical managers, and other healthcare professionals, including administrative, financial, and compliance staff.

In 2019, HAH was awarded another one-year contract to continue SBIRT trainings statewide through September 2020.

2. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

HHERF's office space and rent will be financed by HAH. HAH will provide the Director of Workforce, Program Coordinator and an assistant with office space including support services of the accounting, marketing and human resources departments.

HHERF is collaborating with the DOE to support expanding and adding health academies and certification programs. The academies and certification programs will

strategically grow based on the bi-annual healthcare workforce needs survey and the identification of changing sector demands.

The following public schools represent the initial health academies, and HHERF will work with the DOE to expand the programs offered, including expansion to schools statewide: Aiea, Castle, Campbell, Farrington Kaimuki, Kapa'a, Kapolei, Kauai, McKinley, Nanakuli, Pearl City, Roosevelt, Waiakea, and Waipahu High Schools.

Each participating health academy will have its own specific equipment for their respective programs. As the programs expand to other public schools statewide, schools will then be able to increase the training classes offered based on the bi-annual healthcare workforce survey results.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

JOB TITLE: Healthcare Workforce Program Coordinator
Full-time, Non-exempt
RESPONSIBLE TO: Director of Workforce

POSITION SUMMARY:

Under the direct supervision of the HAH Director of Workforce ("Director"), the Program Coordinator manages the administrative functions and provides support to the Director and all related Healthcare Workforce Initiative activities. This Coordinator schedules, coordinates, organizes, and participates on projects, committee and workstream meetings, and focus groups with individuals across the organization, HAH membership, community partners, and external customers to coordinate efforts to strengthen and expand health academies and certification programs for students state-wide.

The Program Coordinator role will also assist the Director in the daily administration and coordination of various Healthcare Workforce Initiative activities as assigned, including continuous action item tracking and management, and stakeholder outreach.

PRIMARY RESPONSIBILITIES:

- Coordinates with existing health academies at public high schools to strengthen and expand current certification and educational offerings.
- Works with community partners to help expand reach of the academies to other areas of the state.

