



Strategic Plan 2018-2020



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Report prepared by Gwen Navarrete-Klapperich, CPLP, of Klapperich International Training Associates, LLC.

Executive Summary

A Plan to Eliminate Hepatitis

[Hep Free Hawaii](#) (HFH) is a coalition of local, national, and global partners dedicated to increasing awareness of and access to viral hepatitis and harm reduction services throughout the state of Hawaii. Born out of a partnership between the Hawaii Department of Health, the [CHOW Project](#), and other community agencies, Hep Free Hawaii has been successful by connecting with communities across the islands to make Hawaii truly “Hep Free.”

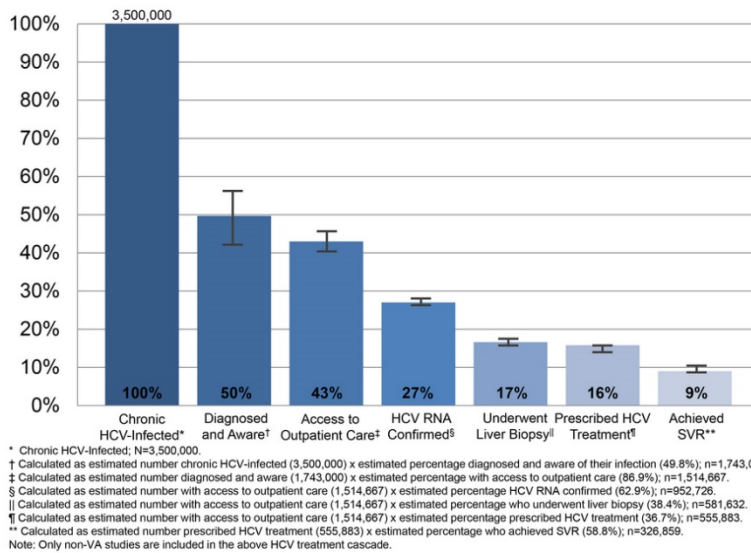
In August 2017, HFH Steering Committee and staff members met with Hawaii Department of Health to update their joint Strategic Plan for 2018 to 2020. The organizational mission and vision statements were revisited and fine-tuned, and core values for all stakeholders were clarified. As applicable, this document also aligns with recommendations from other plans:

- [National Viral Hepatitis Action Plan](#)
United States Department of Health and Human Services
- [National Strategy for the Elimination of Hepatitis B and C](#)
The National Academies of Science, Engineering, and Medicine
- [Global Health Sector Strategy on Viral Hepatitis, 2016-2021](#)
World Health Organization

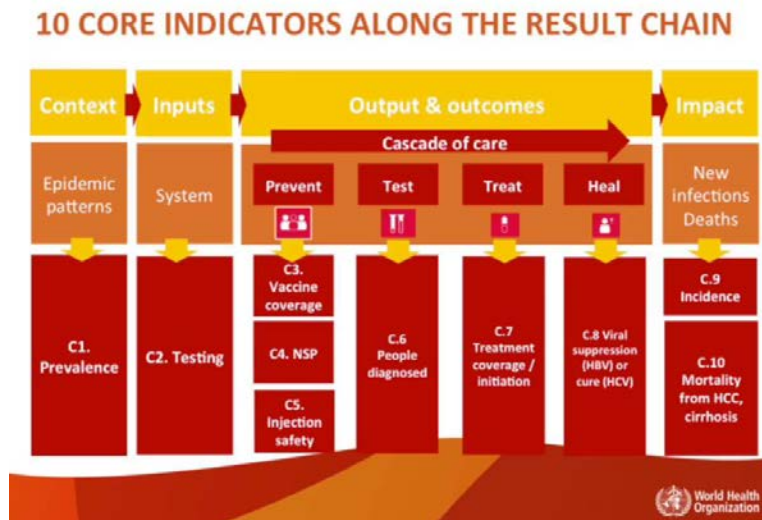
Since its inception, HFH has been co-directed by a representative from community-based organizations and a representative from the Hawaii Department of Health. This public-private partnership has allowed HFH to better respond to the changing health and social environment. As such, this plan will also be used to guide strategy by the Hawaii Department of Health’s [Adult Viral Hepatitis Prevention Program](#).

The HFH Strategic Plan aims to eliminate hepatitis in Hawaii by addressing the viral hepatitis along the continuum of a “care cascade” or “result chain”, step-wise

frameworks that reflect the need for a multi-pronged, intersectional approach to truly eliminate hepatitis.



Yehia, et al. *The Treatment Cascade for Chronic Hepatitis C Virus Infection in the United States: A Systematic Review and Meta-Analysis. PLoS ONE 9(7), July 2014.*



World Health Organization, *Global Health Sector Strategy on Viral Hepatitis, 2016-2021.*

Based on the core values of harm reduction, social justice, intersectionality, and aloha, HFH Steering Committee and staff members identified 3 critical issues to be addressed throughout the Strategic Plan period:

1. Lack of infrastructure and succession planning for the organization and staff
2. Need to recruit, engage, and retain champions fighting liver disease

-
3. Lack of access to testing and treatment, particularly for hepatitis B and C

The corresponding Strategic Goals developed to address these critical issues are:

1. **Strengthen and formalize infrastructure through integration of HFH into CHOW Project goals.**
2. **Recruit champions to increase capacity**
3. **Increase the number of people treated for liver disease and hepatitis**

Evaluation of goals, objectives, and critical issues will take place during the next Strategic Planning meeting in 2020.

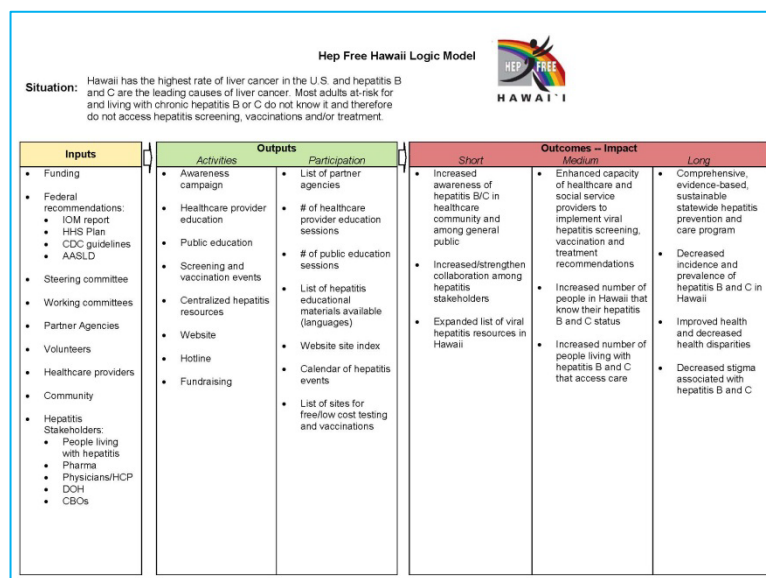
“No matter what, if you have hepatitis...or whatever you have that’s detrimental, you can overcome it.”

- HFH volunteer, now cured of hepatitis C

Organizational Timeline

Learning from Success

[Hep Free Hawaii](#) (HFH) started in 2011 as public-private coalition between the Hawaii Department of Health (HDOH), the [CHOW Project](#), and other community agencies, to better address viral hepatitis and liver disease throughout Hawaii. Based off the San Francisco Hep B Free coalition model, HFH did not seek 501 (c) (3) non-profit status and instead obtained fiscal sponsorship from the AIDS Community Care Team. Currently, HFH is under the fiscal sponsorship of the CHOW Project, Hawaii’s statewide syringe exchange and harm reduction organization.



Initial HFH Logic Model from May 2011

Given the high burden of liver cancer related to viral hepatitis in Hawaii, coupled with the severe lack of resources dedicated to addressing this issue, HFH’s initial role was to build a network of partnerships that would maximize existing infrastructure to increase access to care and services. Since then, HFH has expanded its capacity through grants and strategic partnerships to provide programs (such as the Micronesian Education for Liver Wellness and the Hepatitis Care Coordination program) and to spearhead innovation projects (such as hepatitis B testing on Kauai and hepatitis C testing and linkage in Maui jails).

HFH Milestones

2011
Apr

HFH formed at meeting with local stakeholders, including HDOH

2012
Jul

Founding member of [Hep B United](#)



2015
Jun/
Jul

1st [Share Our Stories](#) video; 1st Hep Free Hawaii Hero Award

2011
Dec

HFH logo and [website](#) launched



2012
Nov

1st annual symposium with Hep Support Network of Hawaii

2015
Sep

Attends 1st [World Hep Summit](#) in Scotland



2012
Jan

[HFH Care Coordination Program](#) started with Kaiser grant

2013
Apr

1st annual Stakeholders Meeting, with [Instagram](#) contest #takeTHAThepatitis



2016
Mar

HFH joins national advocates at [Hepatitis on the Hill](#) in Washington, DC

2012
Oct

HFH joins [Facebook](#) and [Twitter](#)



2014
Dec

Relaunch of [Micronesian Education for Liver Wellness Program](#)

2017
May

HFH [website](#) and logo redesign



Management and Staff

Leading with Intention



CHOW Project, Board of Directors

Mark Kaetsu, *President*

Michaela Rinkel, PhD, *Vice President*

Chad Shimabukuro, *Treasurer*

John Casket, RN, MPH, PhD, *Secretary*

David Kopper, Esq, *Member at Large*

Alan Katz, MD, MPH, *Member at Large*

Michael Long, MBA, *Member at Large*

Mary Tschann, MPH, *Member at Large*

Jennifer Katres, LMHC, *Member at Large*

Note: HFH is under the fiscal sponsorship of the CHOW Project, a non-profit 501 (c) (3).



Co-Directors

Heather Lusk, MSW

Executive Director

[The CHOW Project](#)

Thaddeus Pham

Viral Hepatitis Prevention Coordinator

[Hawaii State Department of Health](#)

Steering Committee

Naoky Tsai, MD

Linda Wong, MD

Christina Wong, DNP

David Abitbol

Patrick Van Wyck

Program Staff

Sean Quigley

Hepatitis Care Coordinator

HFH Care Coordination Program

Kenson Alik

Program Coordinator

Micronesian Education for Liver Wellness

Organizational Tenets

Practicing Our Values



Mission

- To empower Hawaii’s ohana to promote liver health and wellness
- To raise awareness and increase access for the prevention, diagnosis, and treatment of liver disease, especially viral hepatitis and related harms
- To erase stigma, social inequity, and health disparity surrounding communities affected by liver disease

Vision

- To create a Hawaii free of hepatitis and other liver disease
- To promote liver health by integrating culturally appropriate services within a comprehensive system of care

Core Values

As opportunities and challenges arise, HFH’s mission and vision, in alignment with its core values, will provide the framework for action and cohesion. These values and guiding principles will help HFH to survive and thrive. Understanding these values can bring clarity into the way HFH will act or react to changes in the future.

As it implements the goals of this plan, HFH will put the following values into practice:

- **Harm Reduction.** We practice and support non-punitive and non-judgmental approaches to public health that meet people where they are and celebrate positive change, with the goal of minimizing the harms of actions that lead to adverse social and health outcomes.
- **Social Justice.** We promote health equity and empower individuals with an uncompromising dedication to eliminating the stigmas and systemic injustices impacting the communities we serve and represent through education, advocacy and partnerships.
- **Intersectionality.** We build sustainable relationships with traditional and non-traditional partners that are mutually beneficial, client-centered, and continually growing. We recognize that success in eliminating hepatitis means addressing other related health and social inequities.
- **Aloha.** We carry a deep sense of love for our ohana, and we acknowledge the importance of Native Hawaiian values to our community. We strive to act in a respectful manner that is both culturally appropriate and carries the spirit of aloha.

“Our fight against hepatitis is also a fight against stigma, discrimination, and inequity.”

- HFH Steering Committee Member, whose uncle had hepatitis B

SPOT Analysis

Identifying Solutions

In August 2017, Klapperich International Training Associates (KITA) LLC convened HFH Steering Committee members for a half-day strategic planning session. During the meeting, attendees participated in activities including this SPOT (Strengths, Problems, Opportunities, Threats) Analysis.

Strengths

- Care Coordination
- Grant Writing
- Education
- Partnerships (national and local)
- Social media presence
- Communication
- Networking
- National legislation
- Advocacy

Problems

- Lack of funding/capacity
- Stigma surrounding hepatitis
- Apathy of society
- High turnover of volunteers/interns
- Lack of system integration
- Barriers from insurance companies
- Decreased engagement with partner organizations

Opportunities

- Awareness of opioid epidemic
- Intersection with social justice issues:
 - Race/ethnicity
 - Immigrant/migrant
 - Homelessness
 - Harm reduction
 - Sexual and gender minorities
- Health system transformation
- Medicaid HCV Report card
- Senator Mazie Hirono, et al
- National Academies of Science, Engineering, and Medicine (NASEM) Elimination Report

Threats

- Burnout of staff and volunteers
- Lack of solid infrastructure
- Current political climate
- Loss of champions
- Competition from similar organizations
- Decreased federal funding
- Losing the Affordable Care Act

Based on the SPOT analysis, three Critical Issues were identified as priority for HFH's growth and sustainability. These Critical Issues would be used to develop the Strategic Goals and Objectives described later in the plan.

Critical Issues Identified

1. Lack of infrastructure and succession planning for the organization and staff
2. Need to recruit, engage, and retain champions fighting liver disease
3. Lack of access to testing and treatment, particularly for hepatitis B and C

Strategic Goals and Objectives

Goal 1. Build Infrastructure

Strengthen and Formalize Infrastructure through Integration of HFH into CHOW Project Goals.

The first critical issue identified was the need to better integrate HFH into the CHOW Project, especially given the planned merger with Life Foundation in 2018. By integrating HFH objectives into existing infrastructure (e.g. job descriptions, program expectations, contracts), the burden on existing HFH staff may be alleviated. This will also allow for more organizational longevity and sustainability. For example, key staff roles that are currently missing in HFH (e.g. development strategist, volunteer coordinator, social media lead) may be filled by integrating into the to-be-merged CHOW Project/Life Foundation organization.

Timeline	Objectives
Mar 31, 2018	Integrate HFH by creating a formal workgroup within the CHOW Project infrastructure, with regular meetings to ensure progress on the HFH Strategic Plan.
Jun 30, 2018	Develop policies and procedures by putting “brain dump” from HFH Co-Directors into an accessible and organized document(s).
Jul 31, 2018	Complete social media toolkit by identifying and recruiting students/interns who will develop and implement social media guidelines.
Dec 31, 2018	Increase volunteer and staff engagement through the hiring of a volunteer coordinator.
Jan 31, 2018	Cross-train all CHOW staff, partners, and contractors on hepatitis knowledge as well as expectations for hepatitis integration in work. Plan for this to be an annual training event.

Strategic Goals and Objectives

Goal 2. Recruit Champions

Recruit Champions to Increase Capacity

Partnership building, educational outreach, and grassroots advocacy have always been essential to the HFH mission and vision. This goal will increase capacity for services and infrastructure by identifying and supporting strong community partners.

Timeline	Objectives
Jul 31, 2018	Develop database of current and potential champions. Identify champions to recruit at each intersection of roles
Aug 31, 2018 (ongoing)	Develop monthly recruitment process to reach out to potential champions through partner agencies, meetings, trainings, and other outreach activities.
Dec 31, 2019	Conduct capacity-building exercises for champions.
Dec 31, 2020	Increase the number of partner agencies to 100 through the recruitment process developed in objective 2 above.
Dec 31, 2020 (ongoing)	Increase email list serve engagement by increasing click rate by 10% for each email campaign. Increase number of social media followers by 100 people by implementing the toolkit described in Goal 1.

Strategic Goals and Objectives

Goal 3. Increase Access

Increase the number of people treated for liver disease and hepatitis

By increasing champions in Goal 2, HFH can increase partnerships that will allow more people to access essential hepatitis services such as testing, immunizations, linkage-to-care, and treatment. An important way to achieve Goal 3 is to empower medical providers to take on hepatitis within their own organizations rather than referring patients to specialists.

Timeline	Objectives
Dec 31, 2018	Establish annual CME event for hepatitis in partnership with other organizations (eg, American Liver Foundation).
Dec 31, 2019	Eliminate sobriety and fibrosis restrictions for hepatitis C treatment within Hawaii State Medicaid. (Reach out to CA for insight on best practices.)
Dec 31, 2019	Integrate universal testing and treatment of hepatitis B and/or C into practices at least one Federally Qualified Health Center.
Dec 31, 2020	Document that 100% of all Ryan White HIV clients are treated, tested, and/or vaccinated as appropriate.
Dec 31, 2020	Document in a hepatitis C registry that 10% of syringe exchange participants are tested and treated.

Acknowledgements

Recognizing our partners

Mahalo to all of our many local, national, and global partners and allies who continue to shape and inspire our work to fight hepatitis, stigma, and social inequities in Hawaii and beyond!

In particular, we want to thank the following people and organizations:

- Hawaii Department of Health
- The CHOW Project
- AIDS Community Care Team (We miss you, Chuck!)
- Jane Hanson
- Kendra Robinson
- Marcia Hamilton
- Austan Vance

We want to make special mention of Gwen Navarrete-Klapperich, CPLP, of Klapperich International Training Associates (KITA) LLC, without whose patience, organization, and donated time, this plan would never have been made.

Finally, for all the people living with or affected by viral hepatitis, we dedicate this plan to you. Your lives and your stories are valuable, and every day we hope to honor your journeys.

***“I would never have been able to get treated without your help.
Thank you!”***

-former HFH client, now cured of hepatitis C