

HEALTH IMPACT ASSESSMENT

An assessment of kūpuna health-related considerations and opportunities for Kahului Community Center Park and the surrounding communities of Kahului and Wailuku

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Hale Makua Health Services
Produced by: Islander Institute

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EXECUTIVE SUMMARY

What do we owe to our kūpuna? In many of our cultures, the answer is quite simple. We owe *everything* to our kūpuna. We would not be here if not for them. So we must humbly accept that duty to care for them, a duty which extends to all kūpuna who live among us in our island community.

In 2016, Hale Makua Health Services (HMHS) adopted a strategic plan that included a commitment to realign and expand facilities and services to meet the changing needs of Maui kūpuna. That internal process led to a conversation and planning process between the County of Maui and HMHS to develop the 34-acre Kahului Community Center Parks (KCCP) into a kūpuna “park and activity” area over the next 50 years.

This Health Impact Assessment (HIA) examines the potential health impacts on Maui’s kūpuna and the community that could result from the possible development of KCCP. This report seeks to understand the roles that kūpuna play in our community and how kūpuna generate health for others with the increasingly accepted view that health is holistic and includes such things as social and economic factors, loving relationships, a sense of place, and a sense of community. This HIA makes a current assessment of kūpuna health and analyzes potential community health impacts of various activities that could occur in the possible development of KCCP, all of which will help frame the components of the next step of a master plan.

A New Paradigm: Kūpuna Health as a Community Endeavor

Kūpuna health is not just the responsibility of the individual. It is not even just a family issue. Instead, keeping kūpuna healthy is the job of individuals, families, and the community working together in an ecosystem of relationships and activities. If kūpuna on Maui are to have the options of aging with ‘ohana, aging at home, aging in retirement communities, and aging pathways still yet to be created, kūpuna must be supported by the community.

In order to adequately address Maui’s growing kūpuna population, a new paradigm for healthy kūpuna needs to include three principles:

1. All kūpuna should have a basic foundation for health, such as housing, food, healthcare, social services, etc.;
2. Community health must be strengthened because kūpuna exist as part of a larger community health ecosystem; and
3. All kūpuna should be integrated into the community as a whole and not segregated.

Community-Informed Strategies and Health Impacts

This report provides a nuanced discussion of the possible impacts of kūpuna health strategies in ten potential areas for development related to KCCP. The analysis is based on community input,

expert opinion, and scientific evidence where available. Descriptions of those ten areas and the strategies examined are as follows:

- **Healthcare and other services** including building new healthcare facilities focused on kūpuna, expansion of home- and community-based services, health technology, support for family caregivers, and non-health social services.
- **Housing options** including new kūpuna housing and support for rehabilitation of existing homes and multi-generational living.
- **Activities for kūpuna** including dedicated space at KCCP for kūpuna activities, discount and accommodation programs, and increased civic engagement.
- **Workforce development** including increasing demand for and supply of workers who know how to support kūpuna, expanding nurse residency programs, and developing programs for youth.
- **Park facilities** including walking trails, swimming pool, and the potential for displacing or relocating current park users.
- **Transportation and access** including kūpuna transportation services, and integration with plans for transit oriented development and Complete Streets.
- **Food and nutrition** including Meals on Wheels and congregate feeding programs, kūpuna gardening, community gardening, farmers markets, farm-to-table and other food programs.
- **Relationships** including the planning of shared spaces, family strengthening, and animal companionship programs.
- **Caring community** including kūpuna safety, dialogue and action around difficult issues, trauma-informed approaches to prepare for aging, and intergenerational programs.
- **Sense of place** including public access to KCCP, community events, the community center, and public engagement and accountability for park space.

Community Health Is the Most Important Thing

In March 2020, the full disruption of the COVID-19 pandemic came to Hawai‘i. In the face of a threat, primarily to our beloved kūpuna, our citizens rallied around them, going so far as to shut down the economy to ensure their safety. By this act, we made it crystal clear that the community’s health, including the health of our kūpuna, is more important than anything. If there is ever a doubt, we can recall the moment when we had to choose between health and money. We chose health.

The object of this report is the future of the Kahului Community Center Park and the surrounding community. But the subject of the report—the driver that will make or break all our futures—is the community itself. Building community health is, and always will be, the most important thing.

PROLOGUE: COVID-19

Research for this health impact assessment (HIA) began in December 2019 and included interviews and small group talk story sessions that ran through early March 2020. In March, the full disruption of the COVID-19 pandemic came to Hawai‘i, changing the world and bringing a thick cloud of uncertainty. In many ways, the body of the HIA that follows draws conclusions from conversations that occurred in a time and place that no longer exists. At the same time, the HIA is fundamentally about community values and practices that lie deep in the core of the island and its people. In this section, we wish to briefly orient the reader to this HIA in the age of COVID-19.

First, we must acknowledge that this pandemic has been an utter tragedy for society and specifically for people who have lost their livelihoods, and the families of individuals who have lost their lives (six reported in Maui County at the time of this writing¹). Most of the people lost were over 65 years old—the very people that this HIA aims to lift up.

At the same time, we must recognize the statement of values embodied in Hawai‘i’s response to COVID-19. In the face of a threat, primarily to our beloved kūpuna, our citizens rallied around them, going so far as to shut down the economy to ensure their safety. By this act, we made it crystal clear that the community’s health, including the health of our kūpuna, is more important than anything. This clear statement of principle can be a guiding star for the activity that will flow from this HIA. If there is ever a doubt, we can recall the moment when we had to choose between health and money. We chose health.

Beyond this critical bit of clarity, it should be noted that COVID-19 is still unfolding and changing the social landscape. We cannot be sure how these changes will resolve themselves or when they will find an equilibrium.

For now, we see some tremendous positives, like the way our community is coming together to feed people, run errands for those in need, and share our love and support to our graduating high school seniors. In a pandemic, we understand that the virus does not discriminate and that all of our lives are linked together, only as strong as the most vulnerable among us. We see the ‘āina able to take a breath as forests, streams, and oceans are coming back to life. And we see the images of islands from an earlier, quieter, simpler time.

We are also in the midst of tremendous challenge with the virus still lurking among us, gaping holes in public budgets, a need to get used to social distancing and other constraints on the lives we had, and an anxious reopening to the world that could put us at risk of springing back into lockdown. Nursing homes and kūpuna care providers are implementing greater precautions, congregate meals and other important social connections are limited, and the largest health system on Maui is needing to rebuild public trust. Government funders and philanthropists are

¹ Hawai‘i State Department of Health. “Disease Outbreak and Control Division.” Date Accessed: June 16, 2020. <https://health.hawaii.gov/coronavirusdisease2019/>

rethinking their strategies as needs have ballooned right when the capacity to give has shrunk. And while some have the privilege of being able to go to work and plan for the future, large swaths of the population are in dire crisis with no opportunity to participate in the luxury of thinking about some better future.

We do not know what Maui will look like when we get beyond COVID-19. The population, workforce, economy, health status, policies, politics... all of these things may be different in ways that fundamentally change our priorities and capacities. So how should we interpret a document such as this HIA in the context of all this uncertainty?

For the reader and future decision makers, this HIA is a part of a journey, not the blueprint for a specific outcome. It tries to deepen our collective understanding of shared values, challenges, and hopes, all of which will translate no matter what the future holds. The HIA is also fundamentally about listening, engagement, participation, and wisdom. It is about employing good processes in order to achieve good outcomes.

And as this process carries forward into the future, as much as COVID-19 brings tough constraints, it may also offer us a chance to flex our imaginations in ways that we wouldn't have just a few months ago. Maybe in a post-COVID world, our island communities will feel a lot more like the places they were when we were kids. Maybe public places will be less crowded. Maybe more families will live together under one roof. Maybe for better and worse, people will stay at home more often, shop from home, telecommute, see doctors online, and have more virtual hang-outs. Maybe after COVID, we will rearrange our lives by necessity because we will have less money, forcing us to rely more on families, friends, volunteers, and the kindness of strangers.

This HIA is just a report. The object of the report is the future of the Kahului Community Center Park and the surrounding community. But the subject of the report—the driver that will make or break all our futures—is the community itself. Building community health is, and always will be, the most important thing.

The way the community has come together to take care of each other leaves me completely humbled. Our teams have been gifted with orchids, fresh milk, pizza, personal notes of thanks, and even gift cards ...there were entire armies of people sewing and donating masks. Just amazing.

- Hale Makua employee

1 OVERVIEW

In order to co-exist, given our finite resources and space, island people had to develop an understanding that has been passed down over generations: We need to fulfill obligations to this place we call home as well as obligations to one another. These obligations also span across time, to the generations that come next and to the generations that came before. Those who came before us—our kūpuna—whether alive or passed on, are owed a great debt.

This health impact assessment (HIA) examines the question of what we owe to our kūpuna. In many of our cultures, the answer is quite simple. We owe *everything* to our kūpuna. We would not be here if not for them. So we must humbly embrace that duty to care for them, a duty which extends to all kūpuna who live among us in our island community. Of course, this cycle can be hobbled by short-sightedness, selfishness, and neglect. As a society, we have been far from perfect. But for all of us who care about the perpetuation of island life, it is our duty to keep turning the wheel of reciprocal care and aloha in order to maintain balance and prosperity for all.

In this HIA, we examine what that obligation looks like beyond the provision of medical care when kūpuna are sick. We examine the roles that kūpuna play in our community and how they generate health for others.

Throughout this report, we use the term kūpuna instead of “seniors” or “elderly” or any other moniker. Kūpuna does not refer to an age number or a health status. Instead, we say kūpuna to indicate that source from which we all find life. The word “kupu” means to grow and bring forth and “puna” refers to a spring of water symbolizing the source of our existence.² We use this word, kūpuna, as a constant reminder of both the responsibilities and privileges of that stage in life for kūpuna today and all people who will be fortunate enough to become kūpuna in the future. Our kūpuna fill an active and important role that makes our island community complete.

1.1 2018 COMMUNITY HEALTH NEEDS ASSESSMENT

Although the two projects are independent, by design this HIA builds upon a Community Health Needs Assessment (CHNA) conducted in 2018 by Islander Institute. The CHNA was a comprehensive assessment of community health conducted over the course of a year across all the Hawaiian Islands on behalf of the Healthcare Association of Hawai‘i (HAH).³ The purpose of the study was to identify statewide and island specific priorities around which the nonprofit health facilities of HAH could build strategies and action plans.

² *Hawai‘i News Now*. “Hawaiian Word of the Day: Kūpuna.” Dec. 21, 2018. Date Accessed: June 16, 2020. <https://www.hawaiinewsnow.com/2018/12/21/hawaiian-word-day-kupuna/>

³ Healthcare Association of Hawai‘i. “Community Health Needs Assessment for the People and Islands of Hawai‘i.” December 2018. <http://hah.org/wp-content/uploads/2019/04/2018-HAWAII-CHNA-compressed.pdf>

One of the important conclusions of the CHNA was that community health issues span all aspects of life—economics, human relationships, education, land use... essentially everything—which together form a healthcare ecosystem. Because health in Hawai‘i is a shared experience and endeavor, no single person, entity, or industry can be responsible for improving community health. Instead, all of us have a shared *kuleana* (the privilege of responsibility) for community health.

Thus, the CHNA challenged *all* parties in Hawai‘i to do their part to understand community health priorities and develop strategies to address them. The idea of this HIA was born in that challenge.

CHNA Goals and Maui Priorities

Islander Institute presented the findings of the CHNA to Maui audiences on two occasions in February and May of 2019. The priorities identified for all islands coalesce around three goals:

1. Provide the basic foundations so that people can have more control over their own health
2. Preserve, nurture, expand, and employ the healing properties of community
3. Improve the relationship between people and the healthcare system

Specific priorities for the island of Maui were generated based on data analysis for the island as well as interviews with 20 key informants and three community focus groups in 2018. Whether an issue rose to the level of a priority depended on an analysis of five criteria: 1) Evidence of upstream community need based on qualitative and/or quantitative evidence; 2) Community knowledge, desire, and/or readiness to address an issue; 3) Existing or available cross-sector partnerships for broad impact; 4) Existence of current efforts to replicate or learn from; and 5) Political will and potential resources.

The 12 Maui priorities are:

- Seriously address **housing affordability and availability** for local residents
- Develop **higher paying jobs** outside of the tourism sector
- Support leadership development among **immigrants and Compacts of Free Association (COFA) communities**
- Address the **stress of overwork**; make it a priority to help families and communities find more time for health
- Address Maui’s relatively higher incidence of **violence against women**
- Mitigate more of the **impacts that the visitor industry is having on the environment**
- Secure **local access to healthy places** around the island
- Mitigate more of the **impacts that the visitor industry is having on community cohesion**

- Create more positive **activities for youth**, particularly for those with working parents
- Develop innovative **housing and activity options for seniors**
- Improve the **relationship between people and healthcare** resources, focusing on trust and cultural competence
- Address transportation regarding **access to health resources** for more remote neighborhoods

In summary, the overall community health situation on Maui is defined by a few factors: 1) The health effects of stressful financial conditions as families try to cope with a high cost of living; 2) The health effects of a heavy reliance on the visitor industry; and 3) Tremendous community-based strengths and relationships on which to build community health.

The executive summary and Maui specific section of the CHNA can be found in APPENDIX A. This HIA is a next step to address many of the above priorities for Maui.

1.2 WHAT IS A HEALTH IMPACT ASSESSMENT?

A health impact assessment (HIA) is a tool for community members and decision makers to help identify and define important health impacts related to a potential project, policy, or plan. The HIA is consistent with the CHNA in that both processes are cognizant of health disparities, and both recognize that there is much more to health than doctors and medicine. The CHNA revealed that people from all demographics across the islands have a fairly consistent, holistic view of what health means to them, and it includes such things as social and economic factors, loving relationships, a sense of place, and a sense of community.

Recognition of these aspects of health are now widely understood and accepted. The importance of these factors is made clear in this passage from the *Health Impact Project* led by The Pew Charitable Trusts:

Research shows that the conditions in which people live, learn, work, and play influence their health. Individual health choices and access to quality care represent just part of the equation to ensure all people are as healthy as possible. For example, research has consistently demonstrated strong links between health and [employment](#), [involvement with the criminal justice system](#), [community development](#), [education](#), [housing](#), and [transportation](#), among others. Yet, historically, policy and programmatic decisions in these areas have been made without consideration of the potential impacts on health or whether different groups might be disproportionately affected. By including health considerations in policy decisions across multiple sectors, governments and organizations can improve the well-being of underserved places and populations.⁴

⁴ The Pew Charitable Trusts. "Factors That Shape Health and Wellbeing."
<https://www.pewtrusts.org/en/research-and-analysis/articles/2019/06/19/factors-that-shape-health-and-well-being>

The Pew Charitable Trusts and its *Health Impact Project* have played a major leadership role in improving the practice of doing HIAs over the past two decades. Working with organizations across the country, they have compiled extensive information on best practices. The Pew Charitable Trusts funded two important HIAs in Hawai‘i, both conducted by The Kohala Center. These HIAs were the *2010 Hawai‘i County Agriculture Development Plan*⁵ and the *Health Impact Assessment of the Proposed Mo‘omomi Community-Based Subsistence Fishing Area*⁶.

This HIA follows in the footsteps of those Hawai‘i efforts by taking the important elements of accepted HIA practice and modifying implementation and communication to better connect with a Hawai‘i audience. A typical HIA involves six stages: screening, scoping, assessment, recommendations, reporting, and monitoring. This project tags on to the CHNA, which in essence served as the screening and scoping stages by engaging with community members about their views on health, identifying community health priorities for Maui, and engaging with government and business leaders involved in this project. Through these initial conversations and subsequent presentations of the CHNA, the value and scope of this HIA was determined. This report covers the assessment, recommendations and reporting elements by making a current assessment of kūpuna health and analyzing potential community health impacts of various activities that could occur in the possible development of Kahului Community Center Park (KCCP).

Unlike some other HIAs that analyze impacts of developed plans, this HIA is occurring at a very early stage in the process before master planning occurs. The future of KCCP is still in a conceptual phase where all ideas are on the table. The intent of this HIA is to help define the goals of a strategy for improving kūpuna health as well as identify important factors for future decision making and planning. The HIA results in a written report, but just as important as the substance of the findings is the process of the HIA and the bigger master planning process. The process is designed to establish a practice of openness, thoughtfulness, and dialogue in order to help unite citizens, organizations, and government agencies in a common purpose. It sets the stage for more listening and engagement, which in turn set the stage for effective planning, decision making, implementation, and positive community results.

1.3 KAHULUI COMMUNITY CENTER PARK

Kahului Community Center Park (KCCP) is an important, existing generator of community health in the heart of Central Maui. This 34-acre park is managed by the County of Maui Department of Parks and Recreation and it has been a fixture in the community for decades.

The park is accessible from all sides and has both large and small gathering spaces. It is described with admiration as a “true community park” and is the only park on Maui with “all” the

⁵ The Kohala Center. “2010 Hawai‘i County Agriculture Development Plan.” February 2012. <https://www.kohalacenter.org/pdf/HIAFullReportFinalWeb.pdf>

⁶ The Kohala Center. “Health Impact Assessment of the proposed Mo‘omomi Community-Based Subsistence Fishing Area.” March 2016. https://scholarspace.manoa.hawaii.edu/bitstream/10125/46016/Moomomi_HIA_FullReport_Web_Final.pdf

amenities in one place, including large fields for soccer and other sports, a swimming pool, tennis courts, facilities for large events, facilities for programs and classes, a walking path, a playground, and much more.

From a health perspective, what must be understood about public parks is the social value they produce beyond just being a venue for physical activity. Talking to and observing park users, it is clear that at KCCP, meaningful relationships are formed, families are strengthened, kids build character and life skills, mental health is improved, and community comes to life. Parks provide public access in an egalitarian way that private spaces often do not. And importantly, KCCP is a beloved community space, which creates for many residents a unique sense of place and a sense of belonging. Parents shared stories of taking their children to slide down the hill slope on pieces of cardboard just as they did when they were young. The park has the power to generate more than physical activities. It has produced memories and legacies that cannot be bought.

Of course, the KCCP is not perfect. There are always calls for new amenities, facilities have aged, safety requires vigilance, and maintenance can be a challenge. There is always room for improvement. This HIA is designed to ponder the possibilities of KCCP serving new and perhaps greater purposes with specific attention to Maui's kūpuna.

*KCC park means a lot to me. I was there every day for the last few years.
When you're talking about a change that impacts thousands of people, whatever
the park turns into has to have tangible impacts.*

- Kahului resident

A Dream of Enhancing Kūpuna Health

In 2016, Hale Makua Health Services (HMHS) adopted a strategic plan that included a commitment to realign and expand facilities and services to meet the changing needs of Maui kūpuna. In the process of developing a conceptual plan to meet those needs, HMHS inquired with the former Mayor, Alan Arakawa, about the prospects of expanding its facilities into a 2.8-acre portion of KCCP. That inquiry led to former Mayor Arakawa offering the idea of the entire 34-acre park being developed into a kūpuna “park and activity” area over the next 50 years.

This general idea of redeveloping KCCP for the benefit of kūpuna was intriguing because of growing kūpuna needs. But this idea also introduces complex issues because the park is currently a generator of community health and—as was established in the CHNA—kūpuna health and overall community health are intertwined.

It was clear to HMHS that development of the entire park to serve kūpuna, if done right, could significantly enhance community health for all people of Maui. So HMHS agreed to take the

leadership of advancing the idea. Understanding the need for significant community engagement and analysis of the issues, the concept has proceeded thoughtfully. Three phases of the potential KCCP project were designated as follows:

- Phase 1 is the 2.83-acre section (known as the Gate-Ball Field) originally sought by HMHS for the expansion of its facilities.
- Phase 2 is a 4.57-acre section of the park that contains the community center building, annex (known as the Performing Arts building) and its surrounding areas.
- Phase 3 is the remainder of the park including the swimming pool and soccer fields.

In October 2018, the Maui County Council passed two resolutions to codify the intentions and understandings of the County government and HMHS. These resolutions can be viewed in APPENDIX B. The first, Resolution No. 18-163, authorized a lease for the Phase 1 and Phase 2 sections of the park. The lease made Phase 1 available for development upon its execution. Phase 2 would be transferred to HMHS “at a time mutually agreed upon by the County Director of Parks and Recreation and HMHS.” Phase 3 was explicitly not included in the lease. As of this date, the lease has not been executed due to an encumbrance by the National Parks Service, which is a funder of the community center located in the Phase 2 section. Talks are ongoing as to how this might be resolved.

The second resolution, Resolution No. 18-164, stated that approval to lease the Phase 3 section of the park would be sought after the mayor and HMHS completed a master plan for the 34-acre park. That resolution included some key language which informs this HIA:

Language suggests the project needs to have a long-term outlook that considers the needs of both current and future generations of kūpuna;

“(T)he population of Maui residents over the age of sixty-five is anticipated to grow by approximately twenty-three percent in the next five years and over one hundred percent by the year 2040;”

Acknowledging the need for new models of care and a willingness to think outside of existing systems;

“(T)he health care industry is rapidly changing and there is a need to create a new health care delivery system that is more cost effective, has more home- and community-based services, and is less institutional;”

Indications of some of the envisioned activities and uses in the space;

“...providing state-of-the-art rehabilitation and senior living facilities, health care services, and senior-oriented recreational facilities;”

“...to provide a central location for the care, education, and management of elderly services, including facilities to be developed and maintained by Hale Makua and the County;”

“(T)he Master Plan... shall guide the expansion of existing and creation of new programs and facilities at KCC, including services, senior and intergenerational recreational activities, and a new County senior center, with assisted transportation programs, dining programs, and volunteer programs”

Acknowledging both the existing community value of the park and the importance of community engagement;

“(T)he development of the Master Plan must include the input of the community to ensure that the needs of the various KCC user groups are taken into consideration;”

And recognition of the need to give community time to adapt to changes in current park uses and/or to transition to other locations in Central Maui.

“(T)he development of the Master Plan, and planning, design, and construction of facilities by the County and Hale Makua at KCC will require substantial contributions of time and effort by the parties, which will allow current park users to transition to nearby facilities developed by the County and others in the central Maui area;”

This HIA is an important initial piece of the master plan. The process was designed to engage community members and begin to define a community-based vision of kūpuna health, which will then frame the components of the master plan. This community-based vision includes a starting point for the shared values and goals that would anchor any future development.

At the moment, the project is largely a blank canvas outside of the planned facilities expansion in Phase 1 (which itself must go through a planning, development, and construction process). All ideas for activities, services, and facilities are up for consideration, including new uses and the preservation of existing uses. The purpose of this HIA is to begin defining the community’s goals, assess the state of kūpuna health, and then identify promising development strategies and their possible health impacts, both positive and negative.

1.4 METHODOLOGY

Islander Institute was asked to conduct this HIA because of its past experience producing the 2018 CHNA, its trusted relationships with different communities across Maui and Hawai‘i, and its commitment to listening to community voices. Knowing the HIA would precede and inform a master planning process, Islander Institute designed a process with the following goals: 1) To listen to community voices with Maui’s kūpuna at the center of the conversation; 2) To learn about the community; 3) To focus on understanding health impacts; and 4) To create connection through dialogue. This section describes all the salient features of this process.

Guiding Principles

Islander Institute conducted its work in accordance with the following set of principles to help ensure integrity in the process while achieving the desired objectives:

- **Local style.** The first rule was to honor our home by conducting the work in accordance with the values and practices of Hawai‘i: to be respectful of places and traditions, to be generous with time and spirit, and to approach the work with humility, joy, and aloha. Islander Institute met people “where they were at,” and then pursued connections. So when people said, “Try talk to this person,” Islander Institute tried its best to say, “Yeah, can,” continually expanding the study where possible.
- **Start with people’s lived experiences.** Although there are many excellent studies and models to utilize (many of which were reviewed and integrated into this analysis), Islander Institute did not want to impose any pre-set assumptions on the community. This study starts with people’s own stories and conceptions of health, accepting the fact that what people share is their truth. Individual accounts are considered to be at least as important and real as statistics and the opinions of subject matter experts. The intent was that all gathered information would be able to supplement one another to uncover common themes as well as nuances, complexities, and insights.
- **Honor everyone’s contribution.** Everyone who volunteered to participate in this HIA cares about health on Maui. To complete this report, many individual viewpoints were gathered and reviewed. Thereafter, themes were identified, ideas organized, and conclusions drawn. Islander Institute made every effort to have every voice represented in some way in this document so that they can live beyond this report as a contribution to kūpuna health.
- **Be open to different narratives.** Islander Institute always tried to keep an open mind, to deepen understanding through conversation and empathy, and to be cautious not to reinforce commonly held beliefs without first examining them against people’s real lives.
- **Build relationships.** Throughout this process, Islander Institute and its partners looked for opportunities to strengthen existing relationships and facilitate new ones, knowing that the likelihood of the HIA leading to real action in the future depends greatly on successful communication and strong partnerships.

Literature Review

Islander Institute reviewed past HIAs from Hawai‘i and other states, background information on various organizations and programs, studies and reports on the topics discussed in this report, and contemporary articles from the mainstream media. A list of the resources reviewed and relied upon over the course of the HIA process is included in APPENDIX C.

HIA Expertise

The *Health Impact Project* of the Pew Charitable Trust was informally consulted by Islander Institute to obtain helpful advice, connection to additional resources, and feedback on this project.

Key Informants and Community Meetings

In total, Islander Institute talked to approximately 100 Maui residents either one-on-one or in small group settings.

Islander Institute started by creating an initial list of key informants who could shed light on kūpuna health, social determinants, and community conditions in Central Maui. Throughout the months of conversations, people suggested others to talk to and helped make connections. A full list of key informants whose views influenced this report can be found in APPENDIX D.

The conversations began with a few general questions, and key informants were encouraged to delve into whatever they felt was most important to share. When appropriate, they shared about their own personal experiences and/or professional connection to kūpuna health and health in Maui.

Islander Institute also convened 10 community meetings to engage work teams, everyday residents, families, and health providers in discussions around kūpuna health. A full list of community meetings can be found in APPENDIX E.

At each community meeting, a specific effort was made to learn about the diverse experiences of kūpuna, whether living in senior housing, care facilities, in their homes, and with or without their family on island. Special attention was given to ensure the meetings were not merely extracting information from people and communities. Rather, the purpose of the meetings was to build relationships by listening, engaging, understanding values, and building reciprocity.

Islander Institute took great care to create a feeling of safety and familiarity in every meeting. The meetings were intentionally kept small—between five to 15 people—and designed to maximize everyone’s comfort level, which would allow all to meaningfully participate and for the conversation to go deeper. Participants were told that they would not be personally identified in the report.

Islander Institute usually began its facilitation with an overview of the HIA process and report. The conversations were launched with some variation of the question, “What is important to kūpuna living on Maui?” The purpose was to allow people to enter into the conversation wherever they felt comfortable, without judgment or a feeling of being studied. With facilitation that honors people, does not judge, and redirects as necessary, these community discussions regularly took deep dives into issues. Other questions that were asked, depending on the direction of the conversation, included:

How do you see yourself aging? How do you see your parents/grandparents aging?

Is Maui a place that takes care of its kūpuna?

What are the things important to you as you age?

What are some things in your community that improve health?

Do you feel you have all the services and resources needed to age the way you want?

What are some things you'd like to have in your community to help improve health?

Limitations

This HIA has three important limitations that should be kept in mind when it is put to use:

- **Scope and representation.** Obviously this process could not accommodate every person and group that has a viewpoint to be shared. Furthermore, resources were not expended on survey methods specifically because the emphasis of this process was on obtaining a depth of understanding through dialogue. Of course, every person and group deserves to be heard, and it is always disappointing to know that a person or group that wants to be part of the process could not be included at this time. The fact that certain important viewpoints may not have made it into this report is a limitation. It is recommended that the KCCP project continues to value and practice effective community engagement so that more people can have their voices heard.
- **Qualitative data.** This analysis attempts to give appropriate weight to people's opinions. Every story is authoritative as it applies to the person telling it, and sometimes as it applies to family members and associates. However, when people made generalizations, a judgment had to be made as to whether the person was in a position to confirm that generalization. It is different in every situation. Comments made by key informants about issues within their sphere of experience are more reliable than their opinions on issues for which they have no direct knowledge. As much as possible, anecdotal views were corroborated by other people's views. Nevertheless, this approach is not perfect science, and Islander Institute acknowledges that all themes and assumptions that rely on qualitative data should be subject to continual verification.
- **Analysis of a "blank canvas."** Many HIAs are conducted in response to plans that are further along in the process. This HIA is occurring at a very early stage, where essentially all options are on the table. Because of this "blank canvas" approach, it is impossible to analyze every single possible strategy that might be considered in the future. Also, many factors that will become clearer as the process moves forward, such as costs, timing, and implementation, could not be properly assessed given the amount of uncertainty in this early stage. For these reasons, this HIA has to generalize in places and is best read as a conceptual analysis to help frame future planning.

COVID-19 Disruption

Islander Institute had planned to conduct several more targeted community meetings in March, but those plans were abandoned due to COVID-19 travel and gathering restrictions. A sample of key service providers were contacted in May to better understand how COVID-19 affected and might continue to affect their kūpuna, their services, and their operations. Their feedback was considered and included as appropriate in the finalization of this report.

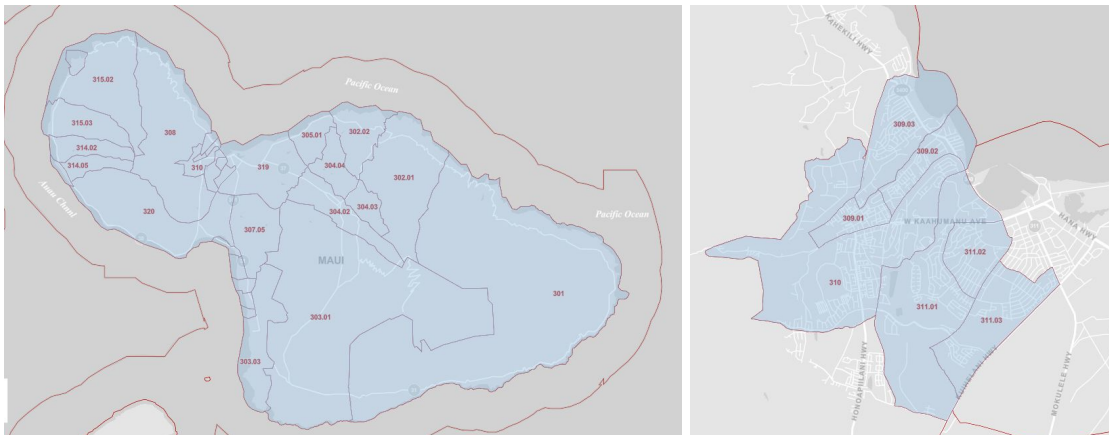
2 ASSESSMENT OF KŪPUNA HEALTH ON MAUI

All of the islands of Hawai‘i show care for kūpuna. Maui, however, has a unique feel in its communal expressions of attention, aloha, and engagement of kūpuna. With its strong network of kūpuna services, along with the vestiges of its rural cultural roots, Maui may lead the way in the islands for its development of a strong, community-based ecosystem for kūpuna health.

Maui, as all islands, is confronted with the challenge of an aging population with growing and changing needs. In this section, we take a look at the state of kūpuna health on Maui. In doing so, we challenge the existing paradigm of aging in the United States, which turns out to be neither realistic, nor expansive enough for the people of Maui. Instead, we offer a new paradigm, derived from the stories and hopes of Maui residents and steeped in their collective values. It is around this new paradigm that we can start to see the kinds of positive health impacts that the people would like to see generated.

2.1 THE KŪPUNA POPULATION OF MAUI

The tables in this section provide a profile of the kūpuna who are the focus of this HIA. In many studies, data is collected and presented by county. The islands of Moloka‘i and Lāna‘i have somewhat older populations than the island of Maui and therefore Maui County data tends to be skewed in that direction. For this HIA, data was collected and compiled by census tract in order to isolate population estimates for the island of Maui alone and for Central Maui, which is the primary service area of KCCP. Numbers come from the American Community Survey 5-year estimates from 2018, which is the latest available data from the U.S. Census.



Maui island data is compiled from 31 census tracts in Maui County and Central Maui data is derived from the seven tracts covering Wailuku and Kahului (309.01, 309.02, 309.03, 310, 311.01, 311.02, 311.03).

Population and Projections

A 2018 study by the State Department of Business, Economic Development, and Tourism predicted significant population growth over the next two and a half decades.⁷ This growth is particularly acute among the oldest cohorts due to longer predicted lifespans coupled with an expectation of the state’s population growing faster outside of O‘ahu. Projections for population growth were only done by county and one might expect growth rates to be different on Moloka‘i and Lāna‘i then they will be on Maui. Setting aside that limitation, if we apply the Maui County growth rates from this study and the 2018 Maui County Data Book⁸ to the current estimated populations of Maui and Central Maui, the population of kūpuna could grow like this:

ISLAND OF MAUI

	CURRENT EST.	2025	2030	2035	2040	2045
ALL AGES	155,707	163,700	171,200	178,300	184,800	190,700
60s	20,715	20,900	20,000	19,000	19,400	20,900
70s	9,925	12,400	13,400	13,600	13,100	12,500
80s +	5,940	7,900	11,200	14,400	17,100	18,700

CENTRAL MAUI

	CURRENT EST.	2025	2030	2035	2040	2045
ALL AGES	48,989	51,500	53,900	56,100	58,100	60,000
60s	4,969	5,000	4,800	4,600	4,700	5,000
70s	2,934	3,700	3,900	4,000	3,900	3,700
80s +	2,214	2,900	4,200	5,400	6,400	7,000

Of course many different economic, social, health, and environmental factors can affect population growth and these must be seen as guesses. What we can learn from these data is that we might expect enormous growth in the population of people in their 80s or older. If current reality holds up, we can also predict that the eldest kūpuna will mostly be women. While it is difficult to predict the lifestyles of 80-year-olds in the year 2045, it does seem clear that society ought to start considering preparations for whatever those needs may be.

⁷ Hawai‘i State Department of Business, Economic Development, and Tourism Research and Economic Analysis Division. “Population and Economic Projections for the State of Hawai‘i to 2045.” June 2018. https://files.hawaii.gov/dbedt/economic/data_reports/2045-long-range-forecast/2045-long-range-forecast.pdf

⁸ Hawai‘i Small Business Development Center. “Maui County Data Book 2018.” <https://www.hisbdc.org/Portals/0/MCDB/2018/2018%20Chapter%201.pdf>

For the remainder of this section, we will take a closer look at the characteristics and needs of the population of kūpuna who are 65 or older. Age 65 has a traditional significance because it is often associated with the age of retirement and qualification for Social Security, but as we will see, life for Maui kūpuna after 65 can continue to be a struggle.

Background and Language

Central Maui kūpuna have a different mix of backgrounds than the rest of the island. Wailuku and Kahului are home to a relatively larger population of locally born kūpuna and limited English speakers. English proficiency is a factor when thinking about how services might be delivered and the kinds of support that might be needed to help kūpuna interact with others in the community. Place of birth gives a sense of the diversity in the kūpuna population, how people might socialize, and the ways one might build connections to the place and to one another.

	MAUI		CENTRAL MAUI	
	Estimate	% of 65+	Estimate	% of 65+
Total 65 or Older	25,667	100.0%	7,411	100.0%
Born in Hawai'i	10,198	39.7%	3,969	53.6%
Born in U.S. not Hawai'i	9,572	37.3%	1,376	18.6%
Foreign Born	5,686	22.2%	2,037	27.5%
Limited English (speaks English less than "very well")	3,529	13.7%	1,375	18.6%

Marital Status

About half of Maui's kūpuna are married. Having a spouse can be an important factor in terms of being able to live independently as a couple. Importantly, one-fifth to one-fourth of kūpuna have lost their spouse, and roughly 85% of Maui widows are women. In this HIA process, many stories were shared about the trauma and disruption that can occur when one loses a lifelong partner.

	MAUI		CENTRAL MAUI	
	Estimate	% of 65+	Estimate	% of 65+
Total 65 or Older	25,667	100.0%	7,411	100.0%
Currently Married	14,433	56.2%	3,786	51.1%
Currently Widowed	5,267	20.5%	1,950	26.3%

Economic Factors

One-fifth or more of Maui kūpuna are active members in the workforce. This may be necessary because of the high cost of living and a lack of retirement savings, but others may stay in the workforce as a lifestyle choice. About 8% of kūpuna live in poverty, and a similar percentage qualifies for Medicaid. Many kūpuna have multiple sources of health insurance with most accessing Medicare and many others having some form of private insurance, which is often a necessary supplement. About half of Maui kūpuna are the heads of households. Most of these householders own the home they occupy, while a smaller proportion pay rent. For kūpuna on fixed incomes, renting can be a precarious housing situation as real estate prices continue to rise.

	MAUI		CENTRAL MAUI	
	Estimate	% of 65+	Estimate	% of 65+
Total 65 or Older	25,667	100.0%	7,411	100.0%
Still in the Labor Force	6,029	23.5%	1,489	20.1%
Below Poverty Level	1,942	7.6%	602	8.1%
Insurance - Medicare	23,636	92.1%	6,589	88.9%
Insurance - Medicaid	2,264	8.8%	694	9.4%
Insurance - Private Insurance	17,527	68.3%	5,031	67.9%
Householders	14,050	54.7%	3,756	50.7%
Owners	10,488	40.9%	2,590	34.9%
Renters	3,562	13.9%	1,166	15.7%

Living Situation

About three-quarters of Maui kūpuna live with family members, while more than one in six lives alone. Living alone is a risk factor for kūpuna, and can lead to loneliness and safety issues.

	MAUI		CENTRAL MAUI	
	Estimate	% of 65+	Estimate	% of 65+
Total 65 or Older	25,667	100.0%	7,411	100.0%
Live w/Family	19,025	74.1%	5,353	72.2%
Live Alone	4,570	17.8%	1,340	18.1%
Live in Group Quarters	637	2.5%	405	5.5%

Disabilities

The majority of Maui kūpuna have some form of disability, with ambulatory, hearing, and independent living difficulties being the most prominent. These disabilities help inform the kinds of accommodations, services, and thoughtfulness that is needed when planning for kūpuna.

	MAUI		CENTRAL MAUI	
	Estimate	% of 65+	Estimate	% of 65+
Total 65 or Older	25,667	100.0%	7,411	100.0%
Has Some Disability	16,544	64.5%	4,845	65.4%
<i>Hearing Difficulty</i>	3,653	14.2%	1,100	14.8%
<i>Vision Difficulty</i>	1,272	5.0%	354	4.8%
<i>Cognitive Difficulty</i>	2,197	8.6%	622	8.4%
<i>Ambulatory Difficulty</i>	4,711	18.4%	1,347	18.2%
<i>Self-Care Difficulty</i>	1,733	6.8%	421	5.7%
<i>Independent Living Difficulty</i>	2,978	11.6%	1,001	13.5%

2.2 RETIREMENT DREAMS

Through entertainment, advertisements, and other aspects of mass culture, all Americans have been implanted with the dream of retirement. This dream looks something like this:

1. All by yourself, through decades of hard work and diligent saving...
2. ...you achieve a level of security that will last through your retirement years;
3. This security will let you live the “good life,” where you can do the things that you didn’t have time for in work, like traveling, hobbies and enjoying time with family;
4. You receive honors and benefits of old age from a grateful society;
5. And you live relatively carefree for the rest of your days.

It is an attractive, compelling and pervasive story. But this dream is a poor benchmark to use for assessing kūpuna health. Of course, some lucky people do attain most or all of this dream, but as

the years go by, more and more Maui kūpuna never realize this dream. At the same time, we must recognize that many people do not even want this version of life after 65. In this section we examine why the Retirement Dream is truly just a dream, and why it is time to build a new paradigm for the kūpuna years.

2.3 KŪPUNA REALITIES

In talking to Maui kūpuna and the people who care for them, we discovered a very different reality that in some ways makes aging much more difficult, and in other ways makes aging much more interesting. The state of kūpuna health on Maui is a challenging one, but it is also filled with hope and promise.

Maui Is a Community That Cares

If kūpuna don't have family here, we'll be their family.

- Maui nonprofit leader

The DREAM may be that everyone must prepare for retirement on their own, but the REALITY on Maui is that no one has to be on their own. The American Dream is an individualistic one, but on Maui, while you can try to do it all by yourself if you want to, no one has to prepare for and go through kūpuna living on one's own.

Family is the first line of support that we wish was available to all. In the island tradition, the family is obligated to be a continuous source of support from one generation to the next. Family support is ideal but not always available, especially for the many island families who have become separated from one another for economic reasons.

For those who don't have the support of families, Maui offers a myriad of high quality supports and services to kūpuna. Examples of these include the thoughtfully designed and run senior housing communities of Hale Mahaolu, quality health services specialized for kūpuna at HMHS, transportation services provided by Maui Economic Opportunity, and excellent senior programs offered by county agencies and others including clubs, activities, and congregate meals. These services and supports are powerful community assets for Maui kūpuna.

The existence of family and non-family support doesn't mean that people can or do access them. Access and engagement is a different challenge. And if certain people want to do everything on their own, they are free to do that if they want. The point is that, on Maui, no one is *expected* to

tackle aging on their own. Taking care of kūpuna is a community obligation that is taken seriously. Even if resources aren't adequate to help everyone, the community will try.

Widespread Social Insecurity

The DREAM may be the attainment of security that lasts throughout one's retirement years, but the REALITY is that many people today are quite financially insecure by the time they reach 65. The idea of being financially secure for the rest of one's life by 65 is an unrealistic goal for most people in Maui. Because of the high cost of living and low-paying jobs, many people on Maui cannot attain financial security *even while they are working*. Social supports like Medicare and Social Security are not enough on their own. Only a relative few (including some who move to Maui for the purpose of retiring) have accumulated the means to ride out retirement.

For kūpuna the reality of survival in retirement can be daunting. Some must support or care for children, grandchildren, and in some cases their own parents. Some just continue working. Those who can't work or who choose retirement on a fixed income are burdened by the high cost of living including food and healthcare costs. Of greatest significance is the cost of housing. For those who do not own their own homes, housing costs can be overwhelming. One consequence of this is housing that is overcrowded or that falls into disrepair. Poor housing circumstances are a major factor in determining health outcomes for kūpuna and their families.

With longer lifespans and the end of pension programs, the amount of savings and support needed to live without working is beyond the means of many Americans. Add to this the high cost of living on Maui and it becomes an impossible dream for many middle class adults.

To make matters more challenging, economic challenges are typically experienced by everyone in the family. Families will attempt to pool resources and share in tasks, but people are often too busy to care for kūpuna. In many cases, lack of hope and economic opportunities drive family members from the island, leaving parents and grandparents behind to fend for themselves. For many, impoverishment in order to qualify for government benefits is the most rational economic option to choose.

*My dad had a stroke and it got worse where he lost his motor skills.
Everyone was working and no one could take care of him.*

- Family caregiver

According to community health nurses, many people on Maui have at least one person whom they can turn to for help, but that person is often quite busy surviving themselves. Communities are made up of families, households and friends who provide for each other's needs. When those relationships are strained by economic struggle, the community is also frayed.

Many Versions of the Good Life

The DREAM includes an Americanized version of the “good life,” but the REALITY is that Maui residents can see many different versions of a good kūpuna life, now and in the future. One of the beautiful things about talking to kūpuna is learning about the ways that they choose to live out their lives. Having this autonomy to choose how to live one’s life turns out to be a critical ingredient of kūpuna health. On Maui, we see many pathways that can be open to kūpuna if they have the requisite support:

My siblings and me, we want to take care of my dad as a family.

- Kahului resident

- **Aging with ‘ohana.** Living with family is often the least expensive route for those who have family on island. However, even if it weren’t necessary for survival, there are many reasons why living in a multigenerational household could be a preferred path for individuals and for the community as a whole. ‘Ohana living makes good use of space, it can be efficient in using pooled family resources, and there are, of course, great benefits to intergenerational exchange in a loving family. The current challenge for this model was best summed up by one HIA participant: “In order for family to be an asset, the whole family needs to be healthy.” To make this pathway available to more kūpuna, Maui needs more families that are healthy, economically stable, and intact.
- **Aging at home.** For some kūpuna, aging in the homes they currently occupy for as long as possible is ideal. They experience a high degree of independence and they avoid the disruption of moving. For this pathway to be available to more kūpuna, they will need more services that come to their homes, good transportation options, support in making their housing safe, and opportunities to interact with others if they so desire.
- **Retirement communities.** For some kūpuna, an ideal living situation is living among peers. There are options available for Maui kūpuna, but those are increasingly in demand as the population ages and as people move to Maui in retirement. There is a constant call for more housing designed for seniors. Done well, kūpuna housing can be an excellent pathway for kūpuna health. Based on the best examples in Maui today, the housing itself needs to be affordable, appropriately designed, safe, and comfortable. Just as important is the design of the communities and opportunities for those members to interact in ways of their own choosing. One caution of retirement communities is that they can become cordoned off from the rest of the community which can have negative health impacts for the broader community and for kūpuna themselves. It is important for these communities to be in some ways integrated or intertwined with aspects of the wider community.

Seniors don't see themselves as aging. They want to be vibrant. They say, "I don't want to go there, there's only old people there."

- Maui nonprofit service provider

- **Future pathways?** It remains to be seen what kinds of lifestyles will be desired by the kūpuna of 2030 and 2040 (those born in the 1970s and 1980s). These will be people accustomed to life, work, play, and relationships as they are now. These future kūpuna will be familiar with technology (at least as it exists today), have different interests, and may have much longer lifespans. Supporting their future health requires creativity and foresight, yet they will still need the basics of housing, good food, human interaction, and activity.

For many kūpuna on Maui today, options are limited and often determined by default. We heard many stories of kūpuna reluctantly leaving their houses out of financial or health necessity. Some needed to move in with family. Some needed to move into kūpuna housing. A big part of that limitation is the lack of a large enough skilled workforce for serving kūpuna.

In a healthier future, there will be a skilled Maui-based workforce providing a wide range of services, which will in turn provide kūpuna with more opportunities to choose a living arrangement that matches their desires. A strong community will fill gaps to make any of the pathways a healthy pathway for Maui kūpuna to live out their lives.

Kūpuna Stigma and Neglect

The DREAM envisions a society that reveres its kūpuna, but the sad REALITY is that there are many ways in which Maui's population can neglect, devalue, stigmatize, discriminate against, and even abuse its kūpuna. One proximate cause of this is the fact that there are members of the community, not kūpuna, who are themselves neglected, devalued, and discriminated against. Another problem is that kūpuna are often not, in fact, given an active role in society and are instead seen as unimportant or burdensome. Sometimes they are not seen at all. Lacking the status and power that comes with having income or a formal position, many kūpuna are unable to change this treatment without the help of allies.

Reinforcing positive community feelings toward kūpuna is important, but insufficient to address this problem. Treatment of kūpuna will improve by 1) improving the health of all members of the community, and 2) treating kūpuna as full participants in and valuable contributors to the community as a whole.

A Time of Disruption and Trauma

The DREAM is a picture of carefree living that lasts to the end of one's life, but the REALITY is that advanced age can be filled with jarring, traumatic life events, which can make the latter years of life more stressful, chaotic, and taxing than any other time.

*My husband and I, we had plans.
We saved and I was going to retire.
And then he had a stroke.*

- Family caregiver

Some of the most stressful events in adult life include losing a loved one, dealing with a health problem, having physical abilities deteriorate, moving to a new home, being among strangers, struggling with finances, dealing with family conflict, facing unexpected change, or dealing with a string of bad luck. For kūpuna, it is not unusual to have to deal with many of these stresses *all at once*. Imagine, just when we assume a person has earned the right to relax in life, she or he gets bombarded with significant trauma.

Unfortunately, this is the reality faced by kūpuna, particularly those without strong social support. Rather than being a happy time in life, many kūpuna find the aging process deeply depressing, frightening, and hopeless. These disruptive events take a toll on the physical and mental health of kūpuna. In conversations with kūpuna and caregivers, we heard story after story of people who did not anticipate these life disruptions, and struggled deeply to cope with their consequences.

2.4 A NEW KŪPUNA HEALTH PARADIGM

The Retirement Dream is unrealistic for many and undesirable for some. That paradigm is insufficient for assessing the health of kūpuna in the Maui community. And yet, we often reflexively point a lot of our efforts to meet that vision, setting goals and benchmarks in accordance with its dictates. Instead, we can continue to embrace the general outcomes of the Retirement Dream—we want kūpuna to be secure and able to live a good life of comfort and honor—but we can also recognize the need for a more attainable, more equitable, and more island-appropriate paradigm for our kūpuna.

An aging “tsunami” is indeed upon us, and this is worrying from where we stand. A new kūpuna paradigm with new guiding principles will put us on new ground to face the tsunami and perhaps channel its energy into systems and practices that provide health gains for the entire community.

Kūpuna Health as a Community Endeavor

The core feature of a new paradigm is that kūpuna health is not just the responsibility of the individual. It is not even just a family issue. Instead, keeping kūpuna healthy is the job of individuals, families, and the community working together in an ecosystem of relationships and activities.

By recognizing the interconnected nature of our existence, it becomes obvious that community health is not a zero-sum game. One person's gain does not necessarily require another person's loss. In fact everyone is linked, which means strategies can be developed where improving one group's health can improve the health of another. Based on what we have learned about the health of kūpuna on Maui, the following is a starting point for the health principles that need to be advanced in this new paradigm:

Principles for Healthy Kūpuna

1. **Foundations for Kūpuna.** All kūpuna should have a basic foundation for health—including safe housing, good food, healthcare, social services, physical safety, freedom from discrimination, and good opportunities—such that all kūpuna can have a life of dignity, exercise agency, and be a contributing member of the community.
2. **Healthy Ecosystem.** Because kūpuna exist within a community health ecosystem, we know that their health cannot be improved in a vacuum. Instead, efforts must also be made to secure basic foundations of health for all people, while also building community cohesion and a strong sense of place. In this way, the community itself will have the capacity to help support its kūpuna.
3. **Integration.** All kūpuna should be woven into the community as a whole. While the search for efficiency sometimes leads to their separation and institutionalization, kūpuna living and care should not be segregated from the rest of society. Instead of one place for kūpuna and one place for the rest, there should be just one healthy island for all.

3 POTENTIAL HEALTH IMPACTS

In this section, we analyze various potential areas for development within and/or in relation to KCCP for the purposes contemplated by Maui County and HMHS—namely the enhancement of kūpuna health. Unlike HIA’s that react to a more specific set of plans, this process looked at various ideas presented over the course of many conversations. The result is a set of community-informed strategies with analysis of the potential consequences.

This HIA examines 10 potential areas of development in and around KCCP. These are:

- Healthcare and other services
- Housing options
- Activities for kūpuna
- Workforce development
- Park facilities
- Transportation and access
- Food and nutrition
- Relationships
- Caring community
- Sense of place

Strategies and Impacts

In each of the areas, a number of strategies were suggested. Most of the strategies came up in conversations with participants in the HIA process, while a few are best practices suggested by research. Each strategy could possibly be included in a master plan, but the strategies listed below are not the only ones that can be deployed.

For each strategy we analyze potential health impacts in terms of how they may advance or hinder the three principles for healthy kūpuna: 1) Foundations for Kūpuna; 2) Healthy Ecosystem; 3) Integration.

The County Health Rankings “*What Works for Health*” database contains numerous strategies backed by expert opinion and/or scientific research.⁹ In the tables below, a link is provided for each of the strategies that appears in that database. At those links, one can find additional information and research to support those particular health strategies.

The potential health impacts may be positive, negative, a combination, or unknown compared to the baseline of health that currently exists. The following symbols are used in the tables below:

⁹ “County Health Rankings and Roadmaps.” Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute. <https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies>

“+” means that the strategy is likely to have a positive impact on that principle

“-” means that the strategy is likely to have a negative impact on that principle

“+/-” means that the strategy is likely to have both positive and negative impacts on that principle

“?” means that impacts on that principle are unknowable at this time, perhaps because they are dependent on factors not yet known

A table summarizing the potential health impacts of all of the strategies analyzed in this report can be found in APPENDIX F.

How to Interpret This Section

It is important to note that the assignment of symbols and analysis of each strategy is nuanced and does not indicate something should or shouldn't be done, nor does it indicate the relative value of each strategy compared to others. Instead, the analysis is meant to frame the issues for future thinking and discussion around each of the strategies.

When reading this section, one should keep the following factors in mind:

1. **Additions and refinement.** The items in this section include all the primary ideas discussed in this HIA process, but it is not a list of every possible strategy. Time, opportunity, technology, collaboration, and creativity will likely generate new strategies to be considered. The analysis can also be refined with further study and dialogue. Nothing is set in stone. Rather, this section is a tool for creating scenarios and plans to be discussed and formulated.
2. **Other aspects of impact.** This analysis looks at the impact of different strategies on the three kūpuna health principles. This basic analysis has its limitations. For example, the analysis does not look at the relative scale of different strategies. There are other aspects of impact that could not be considered at this point in the process, including costs, timing, probabilities of success, risk factors, and implementation considerations that may affect the degree of impact.
3. **Dialogue and planning.** The findings of this section do not replace the next steps of continued dialogue and planning. The questions to be considered include: What is a good balance of activities so that we fulfill all three principles? How can we maximize positive impacts? If negative impacts are created, how might they be avoided or mitigated? How does the timing and order of strategies affect health impacts?

3.1 HEALTHCARE AND OTHER SERVICES

It would be great if we could have consolidated health services, where we can go to one place to do our dental, vision, health insurance questions, pick up our hearing aids, etc, so we don't have to drive all over to take care of ourselves.

- Kūpuna participant in fitness class

High quality healthcare and other services form a cornerstone for maintaining and enhancing kūpuna health. The CHNA found that two elements were critical in this regard. First, services must have a strong element of actual care, where patients are comfortable, trust levels are high, cultural differences are understood and considered, and caregivers show empathy and compassion. Second, the care must be accessible, meaning they can be physically accessed, are affordable, are understandable, and meet a full array of needs.

Feedback from participants in this HIA reinforced all of these ideas. For kūpuna, trust and comfort levels with caregivers can be the difference between wellness and sickness. Increased skills and practice with kūpuna should lead to better prevention efforts, fewer expensive hospital stays, and more efficient use of health resources. Beyond healthcare, many other services can be better coordinated with warm handoffs from agency to agency, or trusted professional and family caregivers who can successfully navigate the many needs and issues. For some, it is the “little things,” like hearing aids, replacement teeth, filling out forms, paying bills, and sorting out medications, that become overwhelming. Planning out a better system of care for kūpuna could have great community health benefits.

Family caretakers don't get paid for what they do. When a family member gets sick, the family has to take off from work, which decreases the caretaker's compensation, increases burnout, and leads to a poorer quality of care.

- Kahului resident

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
New healthcare facilities focused on kūpuna care	+	+/-	-
Building kūpuna care facilities on current park grounds would help meet the projected growth in demand for services that require physical facilities. Assuming the services are of high quality, new facilities will have a critical, positive impact on kūpuna and their families. A negative impact might be expected for park users displaced by these facilities, unless they can be relocated to an equal or superior locale. Temporary construction impacts (noise, traffic, etc.) may also require mitigation for affected neighbors. Finally, if more facilities are built, there is a risk of creating a zone that feels like it is “for kūpuna only” and isolated from the rest of the community. Integrating the space through other strategies should be considered.			

Expansion of home- and community-based services with better coordination and more trained workers	+	+	+
<p>For kūpuna who don't need to come to a healthcare facility, in-home community-based services can be tremendously beneficial for both kūpuna and the community ecosystem. Quality services are highly accessible, minimize kūpuna transportation, make more efficient use of certain healthcare resources, help kūpuna stay in their homes, and lay the groundwork of trust necessary for providing other needed wraparound services. An increase in these services could generate new skilled job opportunities in healthcare, social work, and even construction. There will likely be challenges for the current healthcare system to adjust (payment, authority, communications, training, data, logistics), but there could be positive effects as well. As a whole, community-based health services, done well, generates holistic data about social determinants and builds community.</p>			
Expansion of use of technology in health	+	+	+/-
<p>Technology offers potential efficiency gains, quality improvements, increased access, and greater capacity for independent living. This may be particularly true for future cohorts of kūpuna who are more comfortable using technology. Care should be taken to make sure that the use of technology doesn't increase isolation and separation of kūpuna. COVID-19 may offer lessons for the potential and limitations of technology for bringing people together.</p> <p>Scientifically Supported: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/telemedicine</p>			
Supporting, strengthening, and possibly compensating family caregivers	+	+	+
<p>For better or worse, many family members are needing to take care of their kūpuna out of financial necessity. Providing support, training, and compensation to these caregivers can have positive impacts on the kūpuna and the community by reducing stress and the risk of abuse, improving care quality, increasing economic equity and self-sufficiency, and strengthening families.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/long-term-care-employee-compensation</p>			
Provision of non-health, related social services along with navigators/advocates/coordinators available for kūpuna	+	+	-
<p>Because healthcare is a needed and often trusted service, it can provide opportune moments for coordinating and providing other needed services relating to housing, legal needs, nutrition, mental health, transportation, financial services, and more. Working with partner agencies, this can improve health outcomes, increase access, and reduce stress and caretaking time for families. As with health services, there is a risk of the site becoming overly kūpuna-centric, and care should be taken to provide opportunities for community integration.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/social-service-integration</p>			

3.2 HOUSING OPTIONS

*We need more affordable housing.
If Hale Makua builds more senior housing, I can give my house to my kids.*

- Kahului resident

As the largest expense for most Maui families, housing is a primary factor in whether or not kūpuna and their families can attain some kind of stability in their lives.

Federally funded affordable senior housing, like Hale Mahaolu, is open to all Americans, allowing people from all across the U.S. to apply for and secure housing. At a community meeting at one of the housing sites at Hale Mahaolu, the tension between local and mainland kūpuna was palpable, with differences in cultures, visions for communal living, and approaches in solving problems. Federally assisted housing is necessary to ensure affordability, but it also creates competition between local families and outside residents for coveted housing units, which can require waiting for many years until a unit opens up.

There are opportunities for the KCCP project and general housing policies to help address housing issues through the creation of new housing, and the provision of services to make living with family or living independently more viable and healthy for Maui kūpuna.

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
New kūpuna housing development	+	+/-	?
Appropriate, affordable housing built specifically for kūpuna on park lands would help meet a critical and growing need for those who prefer or need to live among peers in a well-designed neighborhood that caters to kūpuna needs. As kūpuna move from their existing housing arrangements, depending on various factors, there may be opportunities for the freed up housing inventory to support family members and other local residents. Building on park land would reduce or eliminate opportunities for current park users unless there is an adequate replacement. The degree to which kūpuna housing would either eliminate or integrate with public space is a function of scale and design.			
Loans, grants, or charitable rehabilitation of homes so kūpuna can live healthy “in place”	+	+	+
Programs to rehabilitate existing housing can increase safety, security, and wellness and help kūpuna avoid the potential trauma of involuntary relocation. Combined with accessible services and activity options, this can create a viable healthy pathway for many kūpuna. Housing rehabilitation has also been found to increase energy efficiency, reduce hospital utilization, and improve overall neighborhood quality and stability. This strategy creates volunteer and job opportunities. Hāna’s own Ma Ka Hana Ka ‘Ike is proof of the community building power of this strategy.			
Scientifically Supported: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/housing-rehabilitation-loan-grant-programs			

Increase capacity for positive multi-generational living	+	+	+
<p>Many families have no choice but to live in a multi-generational setting due to economic necessity. With proper support, guidance, and housing options that aren't overcrowded, multi-generational living can be a preferred ideal for some 'ohana that value time together and are willing to pool resources for increased quality of life. Many kūpuna would prefer being in the company and care of family members. The key to this strategy is the overall health of the entire family so that members can care for one another.</p>			

3.3 KŪPUNA ACTIVITIES

*I want a good quality of life.
I want my mind to be sharp and my body to be healthy.
The way to do that is to eat good, stimulate the mind, and have movement.*

- Hale Mahaolu resident

Activating the mind and body with educational, social, and physical activity reduces isolation and poor health outcomes. By all accounts, Kaunoa Senior Services provides a fantastic array of activities for kūpuna, and there is much demand for activities to be located in Central Maui with a number of seniors sharing that the senior center in Paia is too far away.

Kūpuna who participated in this HIA, many of whom were widowed, shared stories of why it was so important for them to stay active and engaged. Of course, joining clubs and making friends is an individual's choice, but the availability of many options helps to encourage involvement. Unfortunately, during the winter months, many full-time resident kūpuna cannot access programs because slots are filled by visitors or temporary residents.

Civic engagement is a special type of activity that can keep a person informed and engaged with a strong sense of purpose and value. In speaking with the Hale Mahaolu resident council, one could not help but sense the importance of kūpuna continuing to have a voice to advocate for themselves and their communities. Many residents are employing their skills and life experiences to make their communities more safe, more inviting, and more inclusive.

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Dedicated space to offer kūpuna activities available to local residents	+	+/-	-
<p>There is a specific need for kūpuna programs in Central Maui for area residents. Developing new or refurbished space in KCCP dedicated to this purpose could fill that need. Kūpuna activities have been proven to reduce loneliness, improve mental and physical health outcomes, increase activity levels and generate many other benefits to kūpuna health. These activities can also create volunteer and job opportunities. Dedicating space to kūpuna activity may displace activities valued by other park users and could drive away non-kūpuna if attention isn't given to community integration.</p> <p>Scientifically Supported: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/activity-programs-for-older-adults</p>			
Expanded discount and accomodation programs for kūpuna	+	+	+
<p>Discounts to help kūpuna are much more than charitable niceties. Because many are on fixed incomes, these discounts are crucial for kūpuna to be able to circulate in the economy and participate in society. Financial and other accommodations end up reducing isolation and increasing independence. If future kūpuna cohorts prefer more active lifestyles, this strategy may help generate more equitable and integrated economic and social activity for the benefit of all.</p>			
Resident councils, volunteer opportunities, and other venues to serve and provide leadership in the community	+	+	+
<p>Opportunities for kūpuna to be civically engaged can have significant health benefits by increasing a sense of purpose and hope, reducing isolation, and stimulating mental and physical activity. Kūpuna engagement will also increase the quality of the community by building social capital and a sense of community, with the potential of generating better and more representative decision making and results. One obvious opportunity for civic engagement is for kūpuna to be involved in this KCCP planning process.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/neighborhood-associations</p>			

3.4 WORKFORCE DEVELOPMENT

My hope is to not live in Maui.

It is cheaper to live on the mainland, even if I feel safer here.

What this pandemic taught us as a family was how to sit together at a dinner table and laugh together again. I'll miss that.

- Maui graduate, class of 2020

The looming wave of needs of Maui’s aging population may be an opportunity for increasing economic health and security for all. By all accounts, the current workforce on Maui is insufficient at all levels for meeting current kūpuna needs, let alone increased future needs. The variety of jobs that can be created are generally good paying, high-skilled jobs, but interest in working with kūpuna needs to be cultivated early, and pathways to these jobs need to be created that address skill building, livable wages, and job satisfaction.

Every conversation about health on Maui goes back to financial issues that impact time and stress. The CHNA underscored the fact that financial insecurity is the primary threat to health in Hawai‘i and Maui is no exception. Because all health is intertwined, improving economic conditions for all residents will have health benefits to kūpuna and future kūpuna. Workforce and economic development that generates care for kūpuna is a potential win-win situation.

We have high turnover, and young people don't want to do this work.

We need to help make it more attractive, so we can attract the right people, who have the heart to stay.

- Maui community health nurse

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Significant expansion of on- and off-site kūpuna services, programs, and facilities coupled with kūpuna-sector workforce development initiatives including training, mentoring, etc.	+	+	+
<p>An aging population will increase the need for kūpuna services. If the public and private sectors rise to meet those needs, it will create a demand for many types of skilled workers and potentially create good jobs. Concurrent development of Maui residents to fill these positions could generate significant economic opportunities that will improve community health. All the while, an increase in quality services will provide foundational health for more kūpuna. A well designed effort could be a significant health boost for Maui.</p>			

Expand nurse residency programs	+	+	+
<p>Nurses play critical roles in kūpuna health. Special attention may be given to this profession to improve total health outcomes for kūpuna while also improving job satisfaction and job retention to ensure a strong workforce. Nurse residency programs, such as Hale Makua’s training and apprenticeship programs, that ease the transition from student to practicing professional have been shown to be effective.</p> <p>Some Supportive Evidence: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/nurse-residency-programs</p>			
Youth apprenticeship/learning center partnership with local high schools to learn to work with kūpuna	+	+	+
<p>Building a workforce should start early. Schools and youth programs can help spark interest and expose young people to the prospects of working with kūpuna as a career option. For kūpuna themselves, intergenerational experiences with youth can have enormous health benefits. For youth, these learning opportunities can increase future employability, improve skills, build character, and create hopeful possibilities of staying on Maui after graduation. Even if they don’t choose a career in helping kūpuna, participating youth can apply their lessons to their own families and communities, increasing overall community health. Such programs necessarily require organizations, schools, agencies, and community leaders to form strong partnerships which can have ancillary benefits for the community.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/youth-apprenticeship-initiatives</p>			

3.5 PARK FACILITIES

Generations of kids grew up playing soccer at this field for practice after school and on the weekends. It connects families and teams together.

- Kahului soccer coach

KCCP is a valuable community asset. Conversations with Maui residents only reinforced this truth. Therefore, any displacement of current uses, creation of new uses, symbiotic uses of park space for kūpuna use, transition from current use, and other dispositions of park facilities will require careful consideration in order to maximize net benefits to kūpuna and the community at large. Most park users who participated in this HIA seem open to different ideas. Transparent and engaging processes are important to increase chances for positive outcomes.

People in the community have expressed desires for additional amenities including off-leash dog park space, walking paths, enhanced facilities, well maintained restrooms, shade areas, and seating areas. Of course not every need can be accommodated, but listening and understanding the impacts of these various requests will be an important part of planning.

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Expanded network of walking trails	+	+	+
<p>Walking in KCCP is already a popular and important activity. An expanded network of trails catering to a variety of needs could increase physical activity, social interaction, connection to place, and overall health for kūpuna and all park users. For example, a trail may be designed for more vigorous exercise while another could offer a more social, aesthetic experience. Attention can be given to specifically ensure kūpuna have safe and attractive opportunities.</p> <p>Some Supportive Evidence: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/bike-pedestrian-master-plans</p>			
Swimming pool maintenance and improvements for kūpuna shared use	+	+/-	+
<p>Kōkua Pool is a vital community resource. If in the future, more kūpuna are drawn to KCCP, lower-impact pool programs and opportunities would be excellent for kūpuna physical health. Increased pool usage by kūpuna might diminish opportunities for the rest of the community, so skillful planning and management would be needed to optimize shared pool use.</p>			
Finding “adequate replacement” for any displaced current uses	?	?	?
<p>Managing park transitions due to any future development will have health impacts. Displacement of any positive current park use (athletic areas, playground, open space, facilities, etc.) will naturally create negative health impacts. It is conceivable these negative impacts can be mitigated by efforts, including finding replacement locations for those activities. Whether replacement locations are inferior, adequate, or superior depends on many factors. The important point here is that the existing uses of the park must be part of the overall calculus when developing a plan for kūpuna and their surrounding community.</p>			

3.6 TRANSPORTATION AND ACCESS

Increased traffic and limited parking are robbing all residents of time and decreasing the feeling of community. For kūpuna on Maui, these factors and other mobility limitations conspire to cause lack of access to needed services, hazardous travel conditions, and increased isolation or dependence on others. Particularly for kūpuna who prefer to or need to live in their own homes, transportation can be a critical factor in health. Many mentioned that transportation services provided by Maui Economic Opportunity are vital to kūpuna and their families.

New initiatives to reduce dependence on cars and make transportation safer, cleaner, cheaper, and more accessible should include the voices and needs of kūpuna. Existing efforts to implement Complete Streets and Transit Oriented Development concepts in Central Maui are promising efforts that could have positive health impacts for both kūpuna and the community at large.

*We play a role in how we design the roads so people don't feel isolated.
We are making the streets more inviting.
People feel so isolated. Even the kids can't go out.*

- County administrator

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Increased capacity for kūpuna transportation services	+	+	+
Transportation services help kūpuna access healthcare, do errands, and access social opportunities. Kūpuna in any living situation need these services to live more independently and to integrate with the broader community. Good community transportation options can also make roads safer and less crowded.			
Tie KCCP into long range Transit Oriented Development plans for Central Maui	+	+	+
Making sure that KCCP plans are integrated into Transit Oriented Development efforts of Central Maui will lead to safer, easier, cheaper access to key points along the corridor for all residents including kūpuna. Ultimately, the effort should reduce automobile traffic and reduce dependence on cars, making the community safer and greener.			
Integration of Complete Streets concepts	+	+	+
Complete Street concepts are design improvements that accommodate pedestrians, bicyclists, motorists, and transit users to enable them to share space safely and efficiently. Done well, this strategy has been shown to increase physical activity for all, increase pedestrian safety, generate a greater sense of community, and reduce traffic and dependence on cars.			
Scientifically Supported: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/complete-streets-streetscape-design-initiatives			

3.7 FOOD AND NUTRITION

Having a plan to feed kūpuna is critical to make sure they have adequate nutrition to sustain their life. Food can be costly, so opportunities for them to receive subsidized food or to produce their own food are important. Maui already has excellent Meals on Wheels programs (which help kūpuna live healthy at home) and congregate feeding programs (which help kūpuna get out of their homes).

Especially in Hawai‘i, food means so much more than just nutritional content. Producing, preparing, and eating food can be communal, spiritual, cultural, and physical. All these aspects of health can be generated through good food strategies.

My front yard is my grocery store. We can grow our own food and feed ourselves and our neighbors so quickly.

- Hale Mahaolu resident

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Increase Meals on Wheels programs and congregate feeding opportunities	+	+	+
<p>Programs to feed kūpuna with nutritious food are vital to their wellbeing. It provides interaction with people who bring meals, and in the case of congregate meals, provides opportunities for socializing with peers. By integrating these efforts more with the local food system, good opportunities can be generated for culinary professionals, farmers, food distributors, and others because feeding kūpuna (similar to feeding children in schools) is an ongoing, predictable community need.</p>			
Kūpuna gardening at their homes	+	+	+/-
<p>Gardening is one of the best all-around activities for kūpuna and can be intentionally built into plans for providing space and support. Gardening increases access to healthy food and eases tight budgets. Kūpuna who garden experience increased physical activity and improved mental health. Gardening generates a sense of purpose and many enjoy the opportunity to share what they grow with family and friends. For the community at large, gardening generates environmental benefits. Personal gardening can be either a solitary or a socially integrated endeavor depending on the person.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/urban-agriculture</p>			
On-site community garden	+	+/-	+
<p>Setting aside space in KCCP for a shared community garden would potentially take space away from some other community use. But if designed for kūpuna participation and if implemented well, such a project could be a powerful, openly displayed effort that increases access to healthy food, improves physical and mental health, and builds community with a sense of purpose.</p> <p>Some Supportive Evidence: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-gardens</p>			
On-site farmers market	+	+/-	+
<p>Farmers' markets have been shown to increase access to healthy food and enhance community spirit. If done in a way that is consciously accessible and attractive to kūpuna, this strategy can become an important community integration opportunity. At the same time, successful farmers' markets can strengthen the local food system and provide economic opportunities to farmers and entrepreneurs. As with any large public events, traffic, space, access, and safety issues could result and must be considered in planning.</p> <p>Some Supportive Evidence: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/farmers-markets</p>			

Farm-to-table/CSA programs/mobile markets for kūpuna meals and households	+	+	+
<p>Partnerships with farmers and other elements of the local food system can be strengthened to feed kūpuna through farm-to-table efforts, community-supported agriculture (CSA), and mobile markets where produce is brought to where kūpuna are. This strategy will increase access to healthy food and deepen kūpuna connections with the surrounding community. It can also create economic and environmental opportunities and benefits for all of Maui.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-supported-agriculture-csa; and https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/mobile-markets</p>			

3.8 RELATIONSHIPS

*We want kūpuna happy as they age.
Once they get sad, they're done.*

- Kahului first responder

Loneliness is a national epidemic. It plagues children despite their school environments and it plagues adults despite their work environments. For kūpuna who often lack any of these formal structures, loneliness can be particularly destructive to physical, mental, and emotional health.

For this reason, opportunities to strengthen and build new relationships must be an intentional part of planning for kūpuna. Care providers and kūpuna who participated in this HIA shared stories of how important it is to make new friends, particularly for those who have lost lifelong partners or who do not have deep ties to the Maui community. Family relationships are important, but for the family to be an asset for kūpuna health, the members of the family must themselves be healthy.

Creating opportunities for healthy relationships requires deftness and patience. People need the ability to freely choose how and with whom they want to associate. Trained staff can help facilitate these situations, making neighborhoods more comfortable, and bringing down barriers. For example, Hale Mahaolu purposefully hires facility crews that are accountable for particular places. Even though this is more expensive than having roving crews, this creates opportunities for kūpuna residents to build familiarity with staff members and a greater sense of community. By deepening understanding of kūpuna motivations and goals, we can create environments where healthy relationships can flourish.

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Planning and designing shared spaces	+	+	+
Social interactions and relationships can occur while checking the mail, doing laundry, or just sitting and relaxing over some coffee. Hale Mahaolu offers many examples of intentional planning to create opportunities for kūpuna to come in contact with one another. Mundane sounding issues like where to place tables, what kinds of seating to use, where their mailboxes are located, and where walkways go can have profound impacts on the degree to which kūpuna feel engaged with one another and with their community.			
Family strengthening programs	+	+	+
For kūpuna living with family members, their individual health is tied to the health of the entire family. Programs and services that educate and support family mental, physical, financial, and social health will reverberate inside and outside of the household. These efforts can increase the prospects of kūpuna living with their ‘ohana, increase financial stability, and decrease stress.			
Pets and animal therapy	+	+	+
Maui caregivers shared stories of how animal companionship for kūpuna can be very effective at decreasing loneliness, increasing a sense of purpose, and overcoming trauma. Pet friendly living and animal therapy programs offer opportunities for business creation, volunteerism, and partnerships between agencies.			

3.9 CARING COMMUNITY

*Back then, families were super close.
 You grew up knowing you’d take care of kūpuna.
 Now, everyone wants a piece of the pie.
 It’s almost like a dog-eat-dog world, and no one is thinking of the kūpuna.*

- Kahului resident

What does a community that cares for kūpuna look and act like? One Hale Mahaolu resident expressed frustration in this way: “There are new people coming here from all over the world. They forget one important thing... aloha.”

A community steeped in aloha would be one that is safe, has positive human contacts happening on a regular basis, and demonstrates an abundance of kindness and caring. In Maui today, many people from keiki to kūpuna are plagued with low self-esteem, anger, shame, and a lack of hope. The need for positive interaction and activity is great. A caring community would address these difficult issues and actively reestablish principles of aloha across all demographics. This feeling of

community—which many feel is fading away or already lost in Maui—turns out to be a major factor in people’s health.

A strategy to strengthen community could be specifically built around the ethic of caring for kūpuna. It could address kūpuna needs, engage all age groups, and help prepare families for a happy and healthy life beyond 65.

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Make spaces safe for kūpuna	+	+	+
<p>Making spaces accessible and safe for kūpuna includes ensuring places are well lit and visible to neighbors, creating accessibility for people who use wheelchairs or walkers, and ensuring traffic signals provide adequate time to safely traverse streets. Measures such as these can prevent accidents and reduce the chances of kūpuna becoming victims. It also can reduce fear and make social interaction more inviting. Making places safe would benefit the entire community, particularly people with disabilities.</p>			
Effective dialogue and action around difficult issues	+	+	+
<p>As with all communities, Maui could benefit from ongoing dialogue about difficult social issues, which left unaddressed can damage the fabric of the community. For kūpuna in particular, this issues include ageism, racism, locals vs. outsiders, and other forms of discrimination. Effective dialogue and action can help improve social cohesion and overall community health.</p>			
Trauma-informed approaches to community building and preparing people for the challenges of aging	+	+	+
<p>Because the aging process can involve so many traumatic experiences—relocating, losing loved ones, losing a sense of purpose, financial stress, etc.—the implementation of trauma-informed approaches could be a way to improve mental health, reduce stress, and help kūpuna and their families better prepare for and deal with the disruptions of aging and end-of-life. Trauma-informed approaches use a comprehensive, multi-stakeholder, and multilevel approach to support and strengthen people experiencing trauma. Done well, this strategy has the power to build whole communities that are more caring and better equipped for dealing with challenges.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/trauma-informed-approaches-to-community-building</p>			
Intergenerational programs and interaction	+	+	+
<p>Programs designed to have different generations interact can help kūpuna improve mental health, increase social connectedness, and feel a sense of purpose and hope. Particularly when keiki and kūpuna are brought together for events or longer relationship building programs, the impacts can be powerful. For young people and the community as a whole, the value of kūpuna is more deeply instilled and put into practice.</p> <p>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/intergenerational-communities</p>			

3.10 SENSE OF PLACE

So many good memories here at KCC over the years. From hanabata days, I can still clearly remember those joyful squeals as we bolted down the grassy hills on cardboard boxes 4, 5, 6 more times with a seemingly unending stream of energy.

- Online Yelp review

KCCP is a beloved community space. One can tell this is true because of the memories people shared in this HIA process, the sentiments posted online, and by observing people in the park. Whether or not that sense of place is preserved for the public is an important public health question in this planning process. Additional dialogue will be required to determine the best course of action. Regardless of what the final plans say, attention must be paid to preserving a sense of place, including the stories and history of the place, ecological considerations, aesthetics, and the degree to which it contributes to a sense of Maui pride and a sense of home.

Strategies

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
Continued public access for some or all of the park	+/-	+	+
One critical decision for planners is to determine to what extent the public will continue to have access to the KCCP lands. Continued public access could reduce the space available for kūpuna-centered activity and may also diminish the sense of safety for kūpuna. On the other hand, by integrating the broader community into plans, kūpuna may feel less isolated and have more opportunities for healthy activities. Keeping public aspects of the park creates a greater sense of shared ownership, which reverberates into the broader community.			
Hold community events for broad community audiences that include kūpuna	+	+	+
Space for public events (arts and culture, informational, civic, etc.) could be good for kūpuna health if conscious effort is made such that they can access and participate. Community events can improve social connections, increase a sense of community, and create memories for people that deepen a sense of Maui as home.			
Preserve and improve community center	+	+	+
The community center at KCCP is already an important generator of community health for families in Central Maui. Improving these facilities with an eye toward accommodating kūpuna needs can lead to improved social connections, and an even greater sense of community and sense of place. <small>Supported by Expert Opinion: https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers</small>			
Public involvement in design, aesthetics, and accountability for the park	+	+	+
Community engagement in the planning, design, and aesthetic of KCCP's future can increase civic responsibility and accountability for the park and deepen connection to the place.			

4 NEXT STEPS

An HIA is not a plan, it is a tool to help people find common ground, and to ensure that future plans are thoughtful and informed. The opportunity now is to continue the conversations started in this process and to ensure that efforts remain inclusive, continuously community informed, and adaptive. Below are suggestions for next steps, including building a structure for ongoing feedback and developing communication tools to discuss the project.

4.1 BUILD A STRUCTURE FOR CONTINUOUS FEEDBACK AND COMMUNITY LEADERSHIP

An eventual master plan for KCCP should have the buy-in of community members and political leaders. The best way to ensure buy-in is to engage many voices continuously and meaningfully. This HIA process was created with the intention of listening to people who have the most at stake and to more deeply engage community members early in the process. The goodwill generated from this process can be immediately sustained by an intentional structure and process that generates community leadership and engagement. Eventually, these leaders and partners will very likely be the ones taking ownership for certain aspects of the eventual plan. This distributed accountability will help ensure the project's ultimate success.

A structure for ongoing feedback and planning could include the following features:

- **Core planning team** that would hold the responsibility of the project, including communications with county officials, managing timelines, managing budgets, designing and conducting the master plan process, etc. This entails a thoughtful process for determining who should be on this core planning team and how decisions will be made.
- **Cross county departments and agencies committee** to solicit feedback from all relevant county agencies. This could include parks and recreation, planning, office of aging, councilmembers offices, mayor's office, etc.
- **Community engagement** with several key community leaders who represent their constituents. This could include kūpuna service providers, kūpuna resident councils, park users, neighbors of KCCP, health providers, and different community groups. This requires ongoing communication and follow up.
- **Partnerships** around kūpuna-related and community activities. This could include rapid response to COVID-19 relief efforts and future collaborative services for kūpuna. It could also include creating a process that would give community organizations the chance to design and propose projects related to the eventual master plan.

4.2 CREATE CLEAR COMMUNICATIONS

Some community members confused this HIA process with a master planning process and some had the misperception that a full redevelopment of the park was a “done deal.” Others had differing assumptions about the project based on news reports and word-of-mouth. Immediate communications are needed to set or reset an accurate understanding of where the project is currently. This communication at this current stage of the project could include:

- Clarification that the HIA is not a plan and that no decisions have been made. This can include information of what an HIA is, and an explanation of how it is a tool for *future* dialogue and decision making.
- A clear declaration of the intent, goals, and values behind this process including a description of the public purposes, the desire to work with community, and a commitment to together determining what is best for kūpuna and community health.
- Transparent and clear information about where the project is currently, the next steps toward developing a master plan, and an initial invitation for the community to be involved.
- A summary of the core findings of the HIA including the many positive health impacts that could be generated for Maui kūpuna and the community as a whole.
- A statement of excitement, hope, and determination placed in the context of the current COVID-19 crisis.

APPENDIX A — 2018 CHNA EXCERPTS ON MAUI

Healthcare Association of Hawai‘i

“Community Health Needs Assessment for the People and Islands of Hawai‘i”

December 2018

Executive Summary

Excerpts from Maui Chapter

COMMUNITY HEALTH NEEDS ASSESSMENT FOR THE PEOPLE AND ISLANDS OF HAWAI‘I

December 2018

Healthcare Association of Hawai‘i
Produced by: Islander Institute

EXECUTIVE SUMMARY

To truly address the root causes of health in Hawai‘i, we need to understand that we are a unique people with a unique history living in a unique place.

When Hawai‘i people are asked to describe a healthy life, few think that the absence of illness and the extension of life years are the only aspects of health.

Diet, exercise, and doctors are essential—though insufficient—to improve health, but they alone are far from capable of providing the sense of meaning, security, loving relationships, sense of home, happiness, quality time, and other aspects of health that people want and deserve.

This Community Health Needs Assessment (CHNA), as required by the Internal Revenue Service for tax-exempt hospital facilities to complete at least once every three years, culminates a yearlong effort involving 19 hospital facilities; numerous community health centers and organizations; and hundreds of providers, experts, and community members to identify and prioritize significant health issues facing Hawai‘i’s communities. This reports shares the dominant themes that emerged in conversations across the islands, analyzes data sets that impact all aspects of people’s lives, and provides statewide and island specific priorities to address the most significant health issues.

Community Prescription For Health

The participants in this CHNA have written a new *community prescription for health* in Hawai‘i, one derived from people’s own definitions of health and the factors that contribute to attaining and maintaining that health. These 12 factors make us healthy when we have them and unhealthy when we don’t. To be healthy, we all need: security, justice, love, hope, time, food, place, community, healthy keiki, healthy kūpuna, care, and available healthcare. By seeing the full picture, we can begin to envision a strategy for community health that addresses the important gaps and takes advantage of our greatest opportunities in order to help our people live healthy, fulfilling lives.

Sharing Kuleana in the Healthcare Ecosystem

In Hawai‘i, health is a shared experience and endeavor. No single person, no single entity, and no single industry can be solely responsible for community health. Rather than pushing responsibility back and forth between individuals and the healthcare system, it is more realistic and more consistent with Hawai‘i values to engage one another and *share kuleana* throughout the entire *healthcare ecosystem*.

The healthcare ecosystem acknowledges that health encompasses essentially everything; therefore every person, family, organization, and agency has the kuleana to advance community health. This approach values and strives to generate the non-sickness aspects of health, including the 12 factors in the community prescription of health. Lastly, the healthcare ecosystem has the collective authority and potential capability to address all the causes of poor health, including some of society’s most systemic and stubborn issues such as discrimination, housing, and low wage jobs. It is only by sharing kuleana—by doctors, patients, and everyone else in the ecosystem—that Hawai‘i can adequately address the measured and unmeasured health challenges facing our people.

Statewide and Island Priorities

Three major issues inhibit people’s abilities to achieve a truly health life: 1) A lack of foundation for health that includes the basic things that every human being needs; 2) Loss of community, including the aspects of place, values, culture, and practices; and 3) A poor relationship to the healthcare system, which is seen as lacking in humanity, empathy, and availability.

While this CHNA is designed for member hospitals, any interested individual, organization, or agency can develop plans to address the priorities most important to their constituency. The most successful plans would include identifying existing initiatives, engaging community and other partners, developing internal capacity, and building partnerships to strengthen existing efforts and create new ones. The 11 statewide priorities identified in this CHNA, including the ones most pertinent to each island, are as follows:

STATEWIDE PRIORITIES	Hawai'i	Maui	Moloka'i	Lāna'i	O'ahu	Kaua'i
GOAL 1 - FOUNDATIONS : Provide the basic foundations so that people can have more control over their own health						
1.1 Address financial insecurity. Create coordinated and systemic opportunities for communities and families to make good food and housing realistically accessible, develop workforce skills, create new economic opportunities, build financial assets, and reestablish active lifestyles.	•	•	•	•		
1.2 Work together for equality and justice. Work alongside affected populations to address inequitable treatment and opportunity.	•	•			•	•
1.3 Strengthen families. Create the conditions and opportunities for families to be healing forces for its own members, including addressing financial stress that will enable more healthy time together.		•	•		•	•
1.4 Prepare for emergencies. Mitigate future health impacts by engaging people, increasing understanding of the most vulnerable populations, building food systems, and strengthening relationships and community cohesion.			•			
1.5 Build good food systems. Establish access to nutritious food so that it is available to all.	•			•	•	•
GOAL 2 - COMMUNITY : Preserve, nurture, expand, and employ the healing properties of community						
2.1 Restore environment and sense of place. Better protect Hawai'i's natural resources, prepare adequately for climate change, develop good design and integration of the built environment, and reduce the negative environmental impacts of the visitor industry.		•			•	•
2.2 Nurture community identity and cohesiveness. Support community led efforts through shared activities and events, active organizing around shared purposes, and instilling community pride to foster greater trust and connectivity.	•	•	•	•	•	
2.3 Invest in teenagers and healthy starts. Invest in health and education at the earliest stages of life. Support school-based structures, community-based activities, and youth empowerment for pre-teens and teens.	•	•	•			•
2.4 Shift kūpuna care away from "sick care." Build a new paradigm of aging so that healthy aging is available to more. Combat the grave threats of boredom, loneliness, purposelessness, inactivity, and other social and emotional hardships of aging.		•	•	•		
GOAL 3 - HEALTHCARE : Improve the relationship between people and the healthcare system						
3.1 Strengthen trust in healthcare. Rebuild and strengthen trust through listening, empathy, compassion, and treating the whole person, while also paying attention to the use of language and cultural nuances.	•	•	•			
3.2 Provide accessible, proactive support for those with high needs. Identify, develop, and strengthen outreach, early intervention, free healthcare services, mental health, and oral health for those who are struggling with houselessness, mental illness, and addiction.	•	•	•	•	•	•

Important island priorities marked with "•"
Highest need areas on island in RED
Note: all statewide priorities are significant on all islands

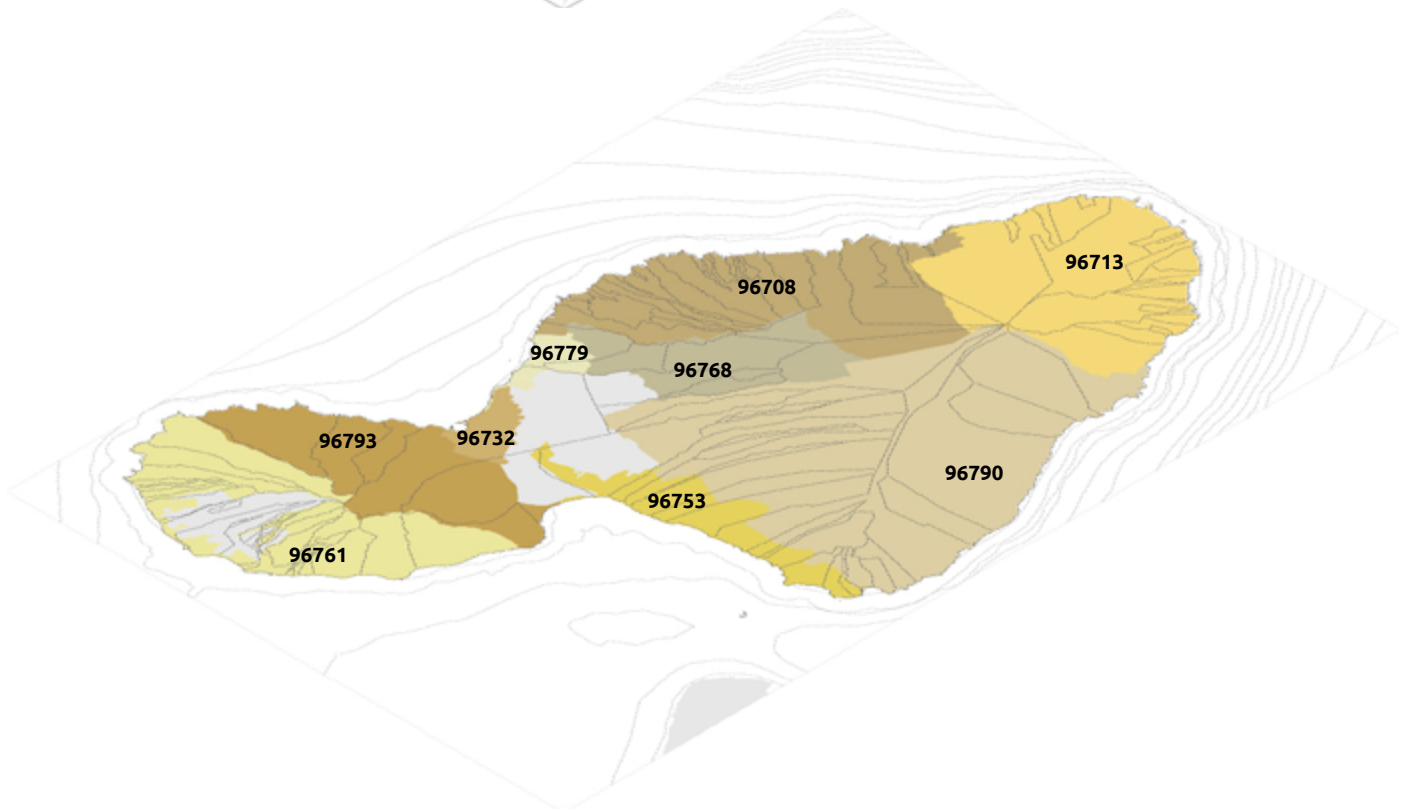
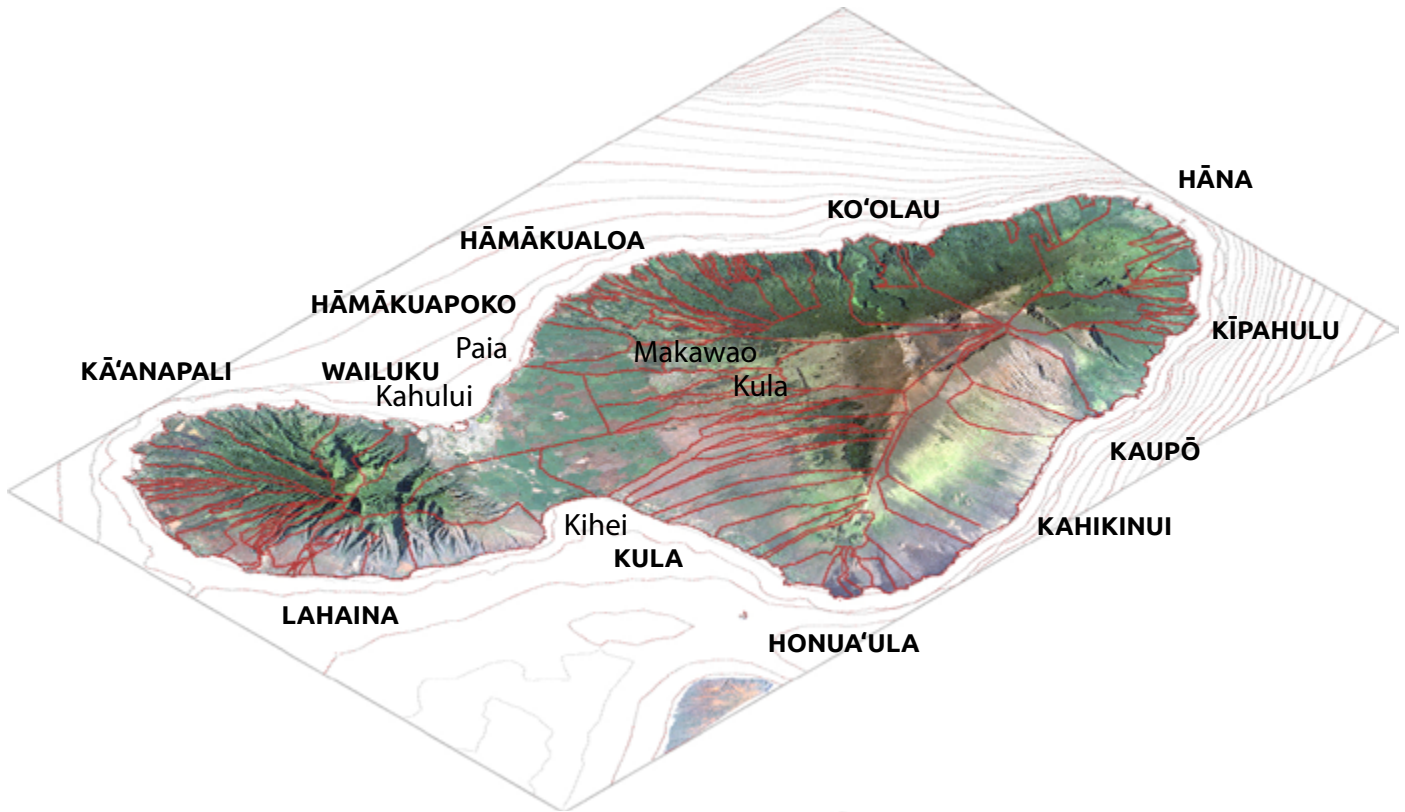
No one patient, no matter how compliant, and no one doctor, no matter how high quality, can achieve health in the community. The ingredients of good health come from every corner of society. The likelihood of this CHNA leading to real action in the future depends greatly on successful communication and strong partnerships.

Each person's story of health enlists more people into the health conversation—farmers, caregivers, emergency responders, judges, store managers, chefs, bankers, environmentalists, bus drivers, architects, cultural practitioners, teenagers, grandparents.

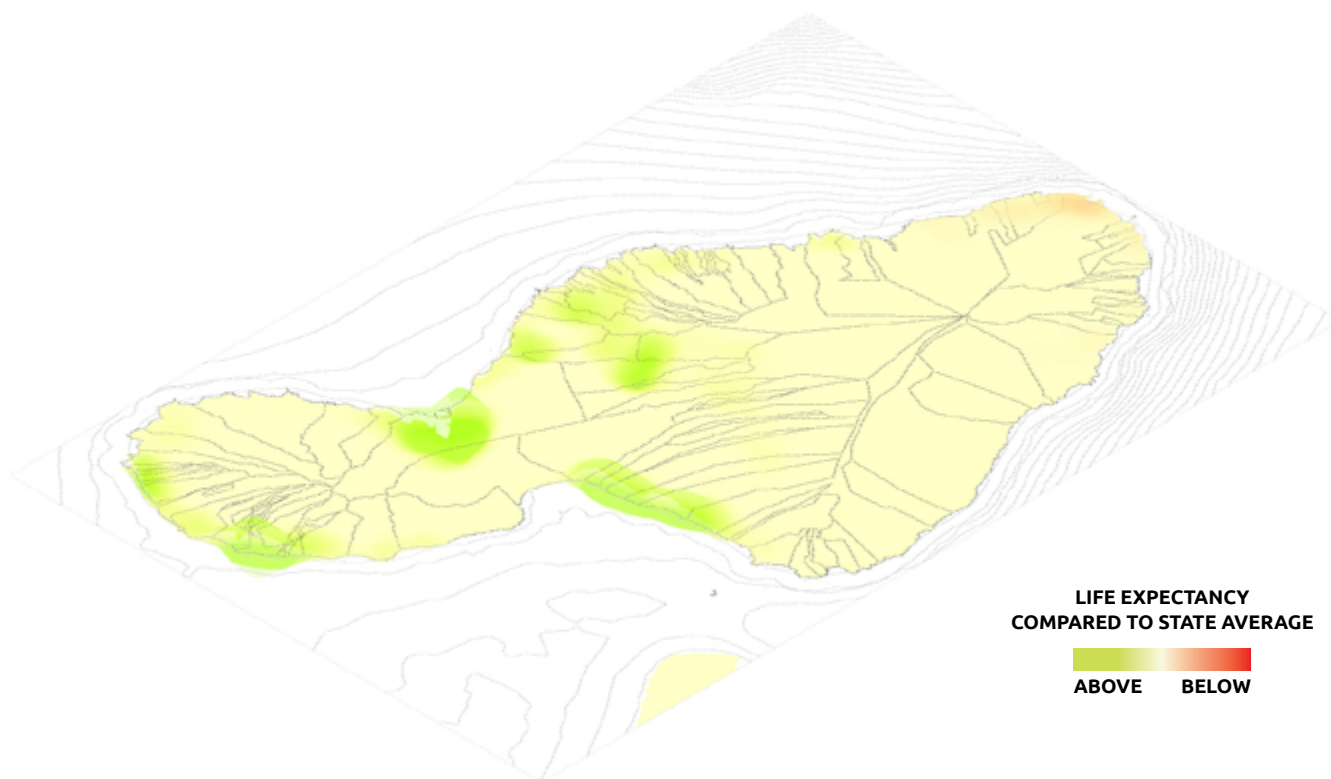
Everyone is together in a single health ecosystem that determines the health of people and whether it accrues to all or just for those with enough advantages. It calls upon each of us to listen to one another and share kuleana for the health of our people and place.

#

MAUI



Maui, it has been boasted by travelers, is the best island in the U.S. Come relax in its resorts and venture out into the lush forests and world-class beaches, they say, while still having the conveniences of a big city. Tourism affects every island in the state, but it has latched onto Maui in a very unique way. Beneath that glossy veneer are the residents of Maui that participated in this CHNA. These seniors, community volunteers, health providers, cultural practitioners, workers, and family members don't want to lose their island to the tourism story. They would rather boast about their pockets of tight knit communities: of neighbors looking out for each other, senior clubs and paddling clubs that connect generations and cultures, work friends that they lean on for support, and thriving practices of farming, ranching, fishing, and subsistence living.



At a meeting in Lahaina, the oldest tourist town of Maui, employees of the area's visitor service industry talked about their extremely busy lives. When the facilitator asked the group, "Who here has only one job?" No one raised their hand. This was followed by another question, "Who here owns a home?" Again, no hands raised. The two questions and the responses were illustrative of the life of Hawai'i's service sector working class. In Maui, the eight most common occupations—retail salespersons, waiters/waitresses, housekeepers, cashiers, cooks, landscaping/groundskeeping, janitors/cleaners, and office clerks—have average annual wages between \$26,000 and \$38,000.²⁵ Given that a survival budget in Maui is in the \$76,000 range for a family of four,²⁶ simple math explains why having multiple jobs is just a fact of life for many Maui families.

In addition to the income constraints, Maui has severe housing constraints. According to Hawai'i Appleaseed, 52% of Maui homes are sold to nonresident buyers and 60% of Maui condos and apartments are sold to investors and second home buyers.²⁷ In Lahaina, where the community meeting took place, Appleaseed estimated that one out of every three homes is being used as a vacation rental.²⁸ "Most of us will never afford a house in Lahaina; that's why you get multiple family members in one household," one person shared. Another explained, "Construction is booming and we don't have

²⁵ County of Maui. Office of Economic Development, 170.

²⁶ Aloha United Way, 31.

²⁷ Geminiani, 3.

²⁸ Geminiani, 9.

enough construction workers on island so they bring people from off island, who bring their families and then they want to stay. They can afford the housing that we can't."

The service sector working class makes too much to receive public assistance, but makes too little to do much of anything except work. They spoke of older children raising younger children, and how a life of constant work has just become normal. The meeting in Lahaina, which took place in the late morning of August 21, 2018, ended earlier than planned. The workers had to go back to their worksites to make them safe and secure in preparation for Hurricane Lane, hoping to have enough time afterward to make long runs into town for supplies to take care of their own families.

Central Maui, including Kahului and Wailuku, is home to most of the healthcare resources, shopping, and modern conveniences of Maui. Living amongst all the new development are people who go hungry. At Faith Family Fellowship in Kahului, a group of community volunteers were brought together by the Maui Food Bank to talk about their views on community health. Whether descended from many generations on Maui or recently arrived looking for a community to belong to, these volunteers put their faith into action by distributing food and performing other acts of service for people in need. One volunteer put it this way, "if we get beyond our own personal likes and dislikes and come together to discuss what is best for our community, for the general good, that's healthy."

The kūpuna of Maui share that spirit with some of the most active and engaged senior clubs that can be found anywhere in the state. In group discussions, they shared about their enduring sense of purpose, strong friendships, active lifestyles, family support, and community service. In the same meeting, they piled on the criticisms of a medical care system which they often find lacking in understanding, unavailable, and not something that they generally trust.

For Upcountry Maui, Lahaina, Hāna, and other communities, traveling to the healthcare resources in Central Maui is a long commute that is sometimes riddled with traffic. With just one major hospital on Maui in Kahului, there's little choice for people. It is not unusual for people to fly to O'ahu for surgeries, to see a specialist, or get more intensive care.

In Hāna, one of the most isolated places in Hawai'i, residents have a high degree of self-reliance. Community leaders have developed activities for youth to have positive outlets away from drinking and drugs, and while there are fantastic programs like Hāna Arts and Ma Ka Hana 'Ike, the struggle to support youth is always a difficult one. Building a strong community is a priority. When there is a community event, turnout is high, although one health provider noted that after the events, people come in with gout from all the party food consumed.

Huge wealth disparities and gentrification is also a reality in Maui. Rich celebrities have bought property in Hāna and Kīpahulu. Some construct walls for privacy, but it effectively cuts off access to certain important healthy places. In the resort town of Kīhei, residents talked about a similar dynamic of wealthy individuals mixed with working class families, many of whom are employed by the hotels. There are stories of immigrant workers living in group homes because they can't afford housing on their own. The beautiful beaches are becoming inundated with tourists. The busy highway makes walking unsafe, and there are more signs of drug use littering the ground.

Back in Lahaina, the group was asked, if they could change something to make their community healthier, what would that be. One person said, "I would put a cap on tourists." The whole group nodded in agreement, and then she added, "but we all work hospitality, so our lives would be lower quality." That seemingly no-win dilemma is a central plot line in the story of Maui: people trying to reaffirm their identity and sense of place in a rapidly changing landscape.

**NOTE: This sub-report was derived only from conversations and analysis done as part of this CHNA. The island summary and list of priorities are based on community talk stories, key informant interviews, data reviews, and other observations, and they are intended to highlight the important themes that emerged in the process. It is far from, and not meant to be, a complete or definitive statement of every relevant health factor on the island. As part of sound community practice, users of this report are advised to regularly check in with community partners and engage new voices, as situations change and opinions evolve.*

Maui Strengths and Priorities

Statewide Health Priorities

GOAL 1 - FOUNDATIONS Provide the basic foundations so that people can have more control over their own health	GOAL 2 - COMMUNITY Preserve, nurture, expand, and employ the healing properties of community	GOAL 3 - HEALTHCARE Improve the relationship between people and the healthcare system
1.1 Address financial insecurity 1.2 Work together for equality and justice 1.3 Strengthen families 1.4 Prepare for emergencies 1.5 Build good food systems	2.1 Restore environment and sense of place 2.2 Nurture community identity and cohesiveness 2.3 Invest in teenagers and healthy starts 2.4 Shift kūpuna care away from "sick care"	3.1 Strengthen trust in healthcare 3.2 Provide accessible, proactive support for those with high needs

Maui Strengths

- Relatively strong economic capacity and potential to activate resources for community health
- Strong kūpuna network, family ties, and connection to tradition
- Population with a diversity of cultural strengths without the "big city" dynamic
- Community-based leadership in many towns and Hawaiian cultural stronghold in Hāna

Populations of Note

	Estimate
HOUSELESS	900
PEOPLE IN POVERTY	14,700
NO HEALTH INSURANCE	9,200
WOMEN GIVING BIRTH IN LAST YR	1,800
DISABLED CHILDREN	1,100
CHILDREN IN POVERTY	3,700
NO HS 25 older	8,300
UNEMPLOYED (IN LABOR FORCE)	4,100
DISABLED ADULTS (18-64)	6,900
VETERANS	8,400
65+ LIVING ALONE	4,500
DISABLED 65+	7,700
85+	2,900
HAWAIIAN	38,900
ON HAWAIIAN HOMESTEAD	4,500
OTHER PACIFIC ISLANDER	3,500
RECENT FOREIGN IMMIGRANT	4,100
LIMITED-ENGLISH	15,200

All 5-year estimates from U.S. Census, American Community Survey, 2017 except Hawaiian Homestead population from 2018 Hawai'i State Data Book, and houseless count from Partners in Care, 2018 Point-In-Time Homeless Count.

Maui Priorities

(Highest need areas in RED)

	CRITERIA				
	<i>Evidence of high need</i>	<i>Community readiness</i>	<i>Available partners</i>	<i>Existing efforts</i>	<i>Political will /resources</i>
FOUNDATIONS					
FINANCIAL INSECURITY					
Seriously address housing affordability and availability for local residents	✓	✓			
FINANCIAL INSECURITY					
Develop higher paying jobs outside of tourism	✓	✓	✓		
EQUALITY AND JUSTICE					
Support leadership development among immigrants and COFA communities	✓	✓	✓	✓	
FAMILIES					
Address stress of overwork; make it a priority to help families and communities find more time for health	✓	✓			
FAMILIES					
Address Maui's relatively higher incidence of violence against women	✓		✓	✓	
COMMUNITY					
ENVIRONMENT					
Mitigate more of the impacts that the visitor industry is having on environment	✓	✓	✓	✓	
ENVIRONMENT					
Secure local access to healthy places around the island	✓	✓			
COMMUNITY COHESION					
Mitigate more of the impacts that the visitor industry is having on community cohesion	✓	✓	✓		
KEIKI					
Create more positive activities for youth, particularly for those with working parents	✓	✓	✓	✓	
KŪPUNA					
Develop innovative housing and activity options	✓	✓	✓	✓	✓
HEALTHCARE					
TRUST					
Improve the relationship between people and healthcare resources focusing on trust and cultural competence	✓	✓	✓		
SUPPORT FOR HIGH NEEDS					
Address transportation regarding access to health resources for more remote neighborhoods	✓	✓	✓	✓	

APPENDIX B — MAUI COUNTY RESOLUTIONS

County of Maui Resolution No. 18-163

AUTHORIZING A GRANT OF A LEASE OF COUNTY REAL PROPERTY TO HALE MAKUA HEALTH SERVICES

(Exhibits not included in this APPENDIX)

County of Maui Resolution No. 18-164

URGING THE MAYOR OF THE COUNTY OF MAUI TO DEVELOP A MASTER PLAN FOR TAX MAP KEY (2) 3-8-007:097, IN COORDINATION WITH HALE MAKUA HEALTH SERVICES, TO PROVIDE HEALTH CARE FACILITIES, SERVICES, AND PROGRAMS FOR THE ELDERLY POPULATION OF THE COUNTY

Resolution

No. 18-163

AUTHORIZING A GRANT OF A LEASE OF COUNTY REAL PROPERTY TO HALE MAKUA HEALTH SERVICES

WHEREAS, the County of Maui is the owner of approximately 34.082 acres identified for real property tax purposes as tax map key (2) 3-8-007:097, upon which the Kahului Community Center Park ("KCC") is currently located; and

WHEREAS, Hale Makua Health Services ("Hale Makua") is a 501(c)(3) Hawaii nonprofit corporation whose mission, in part, is to create environments that promote good quality of life for the frail and elderly and their care partners; and

WHEREAS, Hale Makua has evolved over the past seventy years to develop programs designed to enhance the lives of the County's kupuna, including multi-faceted services with adult day health, care home, home health, long-term care, and rehabilitation components; and

WHEREAS, an integral component of Hale Makua's vision is the potential utilization of all or portions of KCC, which is located adjacent to Hale Makua's Kahului campus; and

WHEREAS, Hale Makua wishes to enter into the proposed lease attached hereto as Exhibit "1" for two contiguous portions of land within KCC for a term of seventy-five years, commencing upon execution of the lease; and

WHEREAS, the portion of the premises identified as Phase 1 contains the gateball field with field house and is comprised of approximately 2.831 acres, as more particularly described in Exhibit "B" to the proposed lease, and the portion of the premises identified as Phase 2 contains the Kahului community center, annex (also referred to as the Performing Arts building), and surrounding areas, and is comprised of approximately 4.570 acres, as more particularly described in Exhibit "C" to the proposed lease; and

WHEREAS, the granting of the lease is for the purposes of expanding existing and creating new state-of-the-art rehabilitation and senior living facilities, health care services, and senior-oriented recreational opportunities; and

Resolution No. 18-163

WHEREAS, the grant application submitted by Hale Makua is attached hereto as Exhibit "2"; and

WHEREAS, according to a memorandum dated July 27, 2018, from the Department of Finance, attached hereto as Exhibit "3," the estimated fair market rental value per annum of both portions of KCC that are subject to the lease is \$53,442; and

WHEREAS, pursuant to Section 3.36.090, Maui County Code, the Council of the County of Maui may authorize the grant of a lease of County real property by resolution; now, therefore,

BE IT RESOLVED by the Council of the County of Maui:

1. That it hereby finds that it is necessary and in the public interest to authorize the grant of a lease of County real property in the form attached hereto and incorporated herein by reference as Exhibit "1" to Hale Makua; and
2. That it hereby authorizes the Mayor, or the Mayor's duly authorized representative, to execute all necessary documents associated with the grant of a lease for the real property; and
3. That certified copies of this resolution be transmitted to the Mayor, the Director of Parks and Recreation, the Director of Housing and Human Concerns, the Director of Finance, and Hale Makua.

APPROVED AS TO FORM AND LEGALITY



Deputy Corporation Counsel
County of Maui

Resolution

No. 18-164

URGING THE MAYOR OF THE COUNTY OF MAUI TO DEVELOP A MASTER PLAN FOR TAX MAP KEY (2) 3-8-007:097, IN COORDINATION WITH HALE MAKUA HEALTH SERVICES, TO PROVIDE HEALTH CARE FACILITIES, SERVICES, AND PROGRAMS FOR THE ELDERLY POPULATION OF THE COUNTY

WHEREAS, the County of Maui is the owner of approximately 34.082 acres identified for real property tax purposes as tax map key (2) 3-8-007:097, upon which the Kahului Community Center Park (“KCC”) is currently located; and

WHEREAS, Hale Makua Health Services (“Hale Makua”) is a 501(c)(3) Hawaii nonprofit corporation whose goal, in part, is dedicated to creating environments that promote quality of life for the frail and elderly and their care partners; and

WHEREAS, the population of Maui residents over the age of sixty-five is anticipated to grow by approximately twenty-three percent in the next five years and over one hundred percent by the year 2040; and

WHEREAS, the health care industry is rapidly changing and there is a need to create a new health care delivery system that is more cost effective, has more home- and community-based services, and is less institutional; and

WHEREAS, the County intends to grant a lease of County real property for portions of KCC to Hale Makua to advance the County’s and Hale Makua’s shared vision of providing state-of-the-art rehabilitation and senior living facilities, health care services, and senior-oriented recreational facilities; and

WHEREAS, this vision could be advanced through a Master Plan for the future use and development of KCC, to provide a central location for the care, education, and management of elderly services, including facilities to be developed and maintained by Hale Makua and the County; and

Resolution No. 18-164

WHEREAS, to be effective, the development of the Master Plan must include the input of the community to ensure that the needs of the various KCC user groups are taken into consideration; and

WHEREAS, the development of the Master Plan, and planning, design, and construction of facilities by the County and Hale Makua at KCC will require substantial contributions of time and effort by the parties, which will allow current park users to transition to nearby facilities developed by the County and others in the central Maui area; and

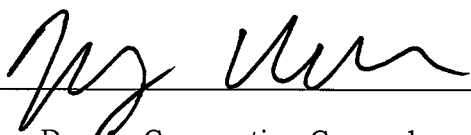
WHEREAS, the Master Plan, developed in collaboration with the County, shall guide the expansion of existing and creation of new programs and facilities at KCC, including services, senior and intergenerational recreational activities, and a new County senior center, with assisted transportation programs, dining programs, and volunteer programs; and

WHEREAS, upon completion of the Master Plan, the County and Hale Makua shall seek approval from the Council to lease the remaining portions of KCC, including, but not limited to, the Kokua Pool, ball fields, tennis courts, and playground areas; now, therefore,

BE IT RESOLVED by the Council of the County of Maui:

1. That it hereby finds that it is necessary and in the public interest to urge the Mayor of the County of Maui to develop a master plan for tax map key (2) 3-8-007:097, in coordination with Hale Makua Health Services, to provide health care facilities, services, and programs for the elderly population of the County; and
2. That certified copies of this resolution be transmitted to the Mayor, the Director of Parks and Recreation, the Director of Housing and Human Concerns, the Director of Finance, and Hale Makua.

APPROVED AS TO FORM AND LEGALITY



Deputy Corporation Counsel
County of Maui

APPENDIX C — RESOURCES UTILIZED

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APPENDIX D — KEY INFORMANTS

Name	Affiliation
Lauren Armstrong	Maui Metropolitan Planning Organization (MPO)
Debbie Cabebe	Maui Economic Opportunity (MEO)
Grant Chun	Hale Mahaolu
Shirley Chun-Ming, RN	Maui Memorial Medical Center, Retired RN
Evan Dust	Office of Councilmember Tasha Kama
Joey Gonsalves	Hui No Ke Ola Pono
Ruth Griffin	Kaunoa Services
Melissa Hashimoto-Binkie	Hui No Ke Ola Pono
Lui Hokoana	University of Hawai'i Maui College
Councilmember Tasha Kama	Maui County Council
Judy Kodama, RN	Maui Memorial Medical Center, Retired RN
Julie LaCroix, RN	Home Health by Hale Makua
Ashley Leahey	BlueZones
Lauren Loor	Maui HEAL Coordinator
Jennifer Mayden	Maui County Planning Department
Brent Nunes	Albion Hawai'i
Constantin Novoselsky, MD	Maui Medical Group (MMG)
BJ Ott	Mālama I Ke Ola Health Center
Karen Oura, RN	Maui Memorial Medical Center, Retired RN
Lawrence Pagdilao	Graduating Senior, Maui High School
Kelly Pearson	Boys & Girls Clubs of Maui
Karla Peters	Department of Parks & Recreation
Deborah Stone-Walls	Office on Aging
Councilmember Yuki-Lei Sugimura	Maui County Council
Marc Takamori	Department of Transportation
Lori Tshako	Department of Housing & Human Concerns
Justice Vannatta-Kapoi	Graduating Senior, Kamehameha Schools Maui Campus
Mayor Mike Victorino	County of Maui
Erin Wade	Maui Redevelopment Agency
Marie White	Hawai'i Swim Club Coach
Reid Yamamoto	Hawai'i Swim Club Coach
David Yamashita	Department of Parks & Recreation
Jamie Yap	Maui High School
Risa Yarborough	Mālama I Ke Ola Health Center

APPENDIX E — COMMUNITY MEETINGS

Host	Date	Description
Maui County Public Safety	January 14, 2020	Workers from the Maui County Police, Maui County Fire, Department of the Prosecuting Attorney, American Medical Response
Complete Streets/Public Works	January 14, 2020	Leadership and staff from the Department of Public Works
Hale Makua Home Health Clinicians	January 14, 2020	Home Health Clinicians with Hale Makua
Hale Makua Care Givers	February 4, 2020	Family members and caregivers of Hale Makua residents
Hale Mahaolu Resident Council	February 4, 2020	Residents and members of the Kahului site resident councils
Hale Makua Physician Affiliates	February 4, 2020	Independent Physician providers
Mālama I Ke Ola Health Center	February 4, 2020	Community Health Workers
Office of Aging	February 10, 2020	Participants in the Enhanced Fitness — group one
Office of Aging	February 10, 2020	Participants in the Enhanced Fitness — group two
Kahului Residents Adjacent to the Park	February 10, 2020	Resident families who live adjacent to the park and HMHS campus

APPENDIX F — TABLE OF HEALTH IMPACTS

For each strategy we analyze potential health impacts in terms of how they may advance or hinder the three principles for healthy kūpuna: 1) Foundations for Kūpuna; 2) Healthy Ecosystem; 3) Integration. The potential health impacts may be positive, negative, a combination, or unknown compared to the baseline of health that currently exists. The following symbols are used in the tables below:

- “+” means that the strategy is likely to have a positive impact on that principle
- “-” means that the strategy is likely to have a negative impact on that principle
- “+/-” means that the strategy is likely to have both positive and negative impacts on that principle
- “?” means that impacts on that principle are unknowable at this time, perhaps because they are dependent on factors not yet known

Note: the assignment of each symbol is nuanced and does not indicate something should or shouldn’t be done, nor does it indicate the relative value of each strategy compared to others. Readers should reference the discussions of the strategies beginning on page 30. The analysis is meant to frame the issues for future thinking and discussion around each of the strategies.

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
HEALTHCARE AND OTHER SERVICES			
New healthcare facilities focused on kūpuna care	+	+/-	-
Expansion of home and community based services; with better coordination and more trained workers	+	+	+
Expansion of use of technology in health	+	+	+/-
Supporting, strengthening, and possibly compensating family caregivers	+	+	+
Provision of non-health, related social services along with navigators/advocates/coordinators available for kūpuna	+	+	-
HOUSING OPTIONS			
New kūpuna housing development	+	+/-	?
Loans, grants, or charitable rehabilitation of homes so kūpuna can live healthy “in place”	+	+	+
Increase capacity for positive multi-generational living	+	+	+
KŪPUNA ACTIVITIES			
Dedicated space to offer kūpuna activities available to local residents	+	+/-	-
Expanded discount and accomodation programs for kūpuna	+	+	+
Resident councils, volunteer opportunities, and other venues to serve and provide leadership in the community	+	+	+
WORKFORCE DEVELOPMENT			
Significant expansion of on- and off-site kūpuna services, programs, and facilities coupled with kūpuna-sector workforce development initiatives including training, mentoring, etc.	+	+	+
Expand nurse residency programs	+	+	+
Youth apprenticeship/learning center partnership with local high schools to learn to work with kūpuna	+	+	+

	KŪPUNA IMPACTS	ECOSYSTEM IMPACTS	INTEGRATION
PARK FACILITIES			
Expanded network of walking trails	+	+	+
Swimming pool maintenance and improvements for kūpuna shared use	+	+/-	+
Finding "adequate replacement" for any displaced current uses	?	?	?
TRANSPORTATION AND ACCESS			
Increased capacity for kūpuna transportation services	+	+	+
Tie KCCP into long range Transit Oriented Development plans for Central Maui	+	+	+
Integration of Complete Streets concepts	+	+	+
FOOD AND NUTRITION			
Increase Meals on Wheels programs and congregate feeding opportunities	+	+	+
Kūpuna gardening at their homes	+	+	+/-
On-site community garden	+	+/-	+
On-site farmers market	+	+/-	+
Farm-to-table/CSA programs/mobile markets for kūpuna meals and households	+	+	+
RELATIONSHIPS			
Planning and designing shared spaces	+	+	+
Family strengthening programs	+	+	+
Pets and animal therapy	+	+	+
CARING COMMUNITY			
Make spaces safe for elderly	+	+	+
Effective dialogue and action around difficult issues	+	+	+
Trauma-informed approaches to community building and preparing people for the challenges of aging	+	+	+
Intergenerational programs and interaction	+	+	+
SENSE OF PLACE			
Continued public access for some or all of the park	+/-	+	+
Hold community events for broad community audiences that include kūpuna	+	+	+
Preserve and improve community center	+	+	+
Public involvement in design, aesthetics, and accountability for the park	+	+	+