
HAWAI'I
HUMAN
PROGRESS
AND HUMAN
SERVICES
2035

Workshop Report

THE
KRESGE
FOUNDATION



TABLE OF CONTENTS

INTRODUCTION	2
IMPLICATIONS FOR CURRENT GOALS AND STRATEGIES	3
SCENARIO 1: SLOW UNRAVELING	3
SCENARIO 2: UNCOMFORTABLE TRUTH	5
SCENARIO 3: ALOHA INTELLIGENCE	7
SCENARIO 4: SHARED ABUNDANCE	10
LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS	11
ROBUST RECOMMENDATIONS FOR EQUITY AND THRIVING IN HAWAII	12
ROBUST RECOMMENDATIONS	12
WHAT RECOMMENDATIONS STAND OUT?	13
CONCLUSION	13
APPENDIX: HUMAN SERVICES (DHS) GOALS AND STRATEGIES	14

INTRODUCTION

In 2035 – what will human progress, human need and human services be in Hawaii? What implications does that have for shared community goals, and what modifications or recommendations may be needed over the years? And what implications does it have for today's strategies for public and private human service providers and community partners?

On July 8, 2019, the Hawaii Department of Human Services (DHS) and the Institute for Alternative Futures (IAF) hosted a “scenario workshop” to discuss these questions and “step into” the alternative futures represented by the four scenarios. 133 participants from various state agencies, Native Hawaiian community organizations, service providers, legislators, universities, healthcare, and philanthropy across the islands gathered at the state capital. The scenarios had been developed with input from a team of national advisors, interviews with 29 Hawaii subject matter experts and at meetings in June with more than 60 community leaders, using the Institute for Alternative Futures’ framework for understanding the future of human services and their environment.

The Hawaii Human Progress and Human Services 2035 Scenarios offer a tool for the state human services community to explore opportunities and threats, to imagine preferred futures, and to assess the implications of these futures for current human service goals and strategies.

Hawaii was chosen to be one of the 11 state and local efforts of the Human Progress and Human Services 2035 project because of the Department of Human Services' recognized leadership in the national human services field.

These Hawaii scenarios and the Scenario Workshop are a part of the Human Progress and Human Services 2035 project, supported by The Kresge Foundation. This report identifies highlights from the Scenario Workshop, including key recommendations, scenario likelihood and preferability, and conclusions.

IMPLICATIONS FOR CURRENT GOALS AND STRATEGIES

After the highlights of the Hawaii Human Progress and Human Services 2035 Scenarios and vignettes illustrating life stories of a family in each of the scenarios (see here for [Scenarios](#), [Slide highlights](#), and [Vignettes](#)) were presented, participants joined their Scenario Team to “step into” their assigned future and explore the implications.

After the scenarios and vignettes were presented – and participants were given the opportunity to share their insights, comments and questions – the full group separated into four teams.

Each team was assigned one of the four scenarios and given the opportunity to “step into” that future, considering how successful DHS' and other organization and community's priorities and goals (See Appendix) would be and develop short-term and long-term recommendations. Presented here are highlights from each of the four scenario groups.

Scenario 1: Slow Unraveling

Question 1: Will current goals and strategies be successful? What changes needed?

Goal: Improve community connection, with Aloha spirit.

- Strategies to be implemented to achieve the above goal:
 - Increase collaboration across sectors
 - Look to other countries and cities which use collaboration across generations to aid residents and learn from their example.
 - DHS to enhance private sector collaboration.
 - Be intentional that increased collaboration helps to remove duplication.
 - Build upon “Aloha” and increase dialogues to then increase action and collaboration.

- Data integration for better understanding
 - Broadly, greater data analytics is currently missing and could inform services and provide a basis or ‘proof’ of how services are performing, and which are most appropriate.
- Understanding root causes of need for services
 - This includes understanding, anticipating and addressing high cost of living as a barrier to health and thriving and automation of jobs.
- DHS rebranding
 - Destigmatizing those receiving services could help foster open dialogue around the benefits and success of services, thereby increasing engagement and building a sense of community.
- Shift to the “community” as the primary unit of health.
- Changes:
 - Break the silos across state departments and agencies.
 - Avoid people “falling through the cracks” across siloed services and increase awareness and collaboration between state departments and agencies.
 - Opportunities for training in public health sector (considering the workforce & which medical conditions will be prevalent and need to be prepared).

Recommendations – near term (next 5 years to 2024) and long term (2025 to 2035)

Question 2: Recommendations for human progress and human services, in your scenario, in the next five years?

Goal: Expand the Ohana Nui model, with Aloha spirit.

- **Pursue these cross-sector strategies:**
 - Invest in technology and training
 - As the population in need increases for DHS, partnering with other industries can help provide greater opportunities to residents of Hawaii and lessen need for services.
 - Focus on providing more diverse educational and vocational opportunities for rising generations.
 - Engage young people as part of the solution and integrate outreach and services into the local high schools.
 - Educate employed graduate and pre-graduates, including persons with disabilities.
 - Connect volunteers across communities and nonprofits, using human connection.
 - Expand vocational training programs, reaching students in elementary and middle school.
- Diversifying our economy beyond reliance on tourism
- Change program curriculum to focus more on mental health prevention
- Embrace community and human connection
 - Pursue building necessary bonds through inter and intra family connections, which builds community connections and develops a web of cohesion.

- Focus on building social capital and advantage capital rather than just job capacity.
- Pursue not just self-sufficiency but community capacity.

Question 3: Recommendations for human services, equity and thriving focused on 2025 to 2035 in your scenario?

Goal: Building community cohesion, capacity, and sustainability, with Aloha spirit.

- **Pursue these strategies**

- Weaving the concept of hālau through the Ohana Nui model
 - The concept of hālau relates to community, as a more encompassing framework under which to guide relationships, production and consumption.
 - Place the community as the primary focus of strategy and for policy.
- Placing social workers within the community to facilitate connections
 - For example, Catholic Charities of Hawaii utilizes the Ohana Nui framework with their Family Assessment Center (FAC). Another example of Ohana Nui's principles of "meeting families where they dream" occurred when a social worker was physically placed into a building complex that was losing money as tenants could not afford their rent. The social worker helped to empower the community within the building and provided helpful education. This model could advance across Hawaii, one building at a time.
- Programs that increase social capital and connections to address funding issues
 - A decrease of community cohesion will make future challenges (such as climate change) even more challenging; building community cohesion for resiliency in our relationships now is a proactive strategy.

Scenario 2: Uncomfortable Truth

Question 1: Will current goals and strategies be successful? What changes needed?

The consensus was that current goals and strategies could only be successful in Scenario 2 with the following modifications:

- Embracing Opportunities towards Innovation
 - Critical to operate under a 'thriving' mindset that embraces opportunity and innovation, rather than a mindset of defeat.
 - Shift further to a mindset of collaboration and community; work to create a deeper sense of community and greater sense of shared responsibility
 - Recognition and acknowledgement that many in the state have endured and persevered under extreme weather conditions. Some expertise of addressing natural disasters exists in the community.
- Service to become more comprehensive
 - For example, develop HPHA as a 'mixed income hub' - including state owned land (using the under-utilized properties), food and energy sufficiency, career centers, gathering places, landscaping, etc.

- Offer empowerment opportunities to those served. Raise community voice to help shift the perspective to self-directed/determined
- Un-siloing towards greater Collaboration
 - Leverage greater collaboration towards education and prevention/ proactivity strategies
 - Further align strategies, goals and plans across organizations and departments towards greater planning and more effective service delivery
- Integration (technology, wrap-around services, leveraging existing structures)
 - Government to embrace innovation and leverage new technology towards self-sufficiency through entrepreneurship, more natural support (sustainability), and the leveraging of natural resources
 - Entice younger generation to stay in Hawaii, through enhanced programs, jobs, education etc.
- Aloha Spirit/ Ohana Mindset/ Cultural Values and Practices
- Community/ Client Voice
 - Increase the participation in conversations around problems and how to address them
 - Shift the mindset away from “government or nonprofit is going to do that” towards a sense of shared investment and shared action
 - Plant seeds and engage in conversations, going to the organizations for greater communication

Question 2: Recommendations for human progress and human services, in your scenario, in the next five years?

- “Let’s Get Real” Conversations
 - This involves addressing current realities and the tough “what ifs”
 - Tap into already established emergency plans/operations by having each county lead a conversation and work directly with the state and the state Department of Defense about the threats
 - Involve families and communities towards a civil defense discussion (including civil air patrol/defense/mayor’s office; Department of Labor, etc.)
 - Involve the residents of Hawaii in these conversations, and use them to prepare proactively for future challenges
 - Community Needs Assessment (from the Grassroots up to the Government level of service delivery)
 - For example, as Hawaii approaches a potential food and water crisis or experiences a natural disaster, conduct community needs assessments.
 - Design new buildings and infrastructure, which includes every department across Federal, City and County levels
 - Partner with emergency operations and first responders
 - Develop and use Mitigation strategies and Strategic Innovations
 - Coordinate with establish emergency plans and operations and proactively innovate now towards a more expansive future
- Align Priorities and Plans Across Sectors
 - Address Critical and Immediate Needs Related to Trauma
 - Strategic Future Planning
- Coordinate Advocacy Efforts towards Policy Change and Red Tape Reduction

- Increase Voter Participation
- People Before Profits

Question 3: Recommendations for human services, equity and thriving focused on 2025 to 2035 in your scenario?

Develop Long-Term Strategies For:

- Tax Reform
- Increase income tax and property tax for higher incomes groups
- Public and Private Partnership (local, state and federal)
- Efficient Land Usage (farming, water, economic opportunity)
 - Lower prices of local goods
 - Greater sustainability support for Hawaiian farmers
 - Local and state partnerships with desalinization companies
- Economic Development (tourism, military, medical, opportunities for students, kupuna care, jobs, business, economy)
 - Expand economic development to alleviate reliance on tourism and military sectors
- Kupuna Care
- Accessible, Affordable Housing
 - Building and renovate towards more affordable and accessible housing all people (increase support and visibility)
 - Zoning regulations to change to recommend building emergency shelters
- High Tech and High Touch
 - Support a balance between technology and human touch
- Education
- Mental health
 - Leverage some of the knowledge and experiences that other places have on trauma and PTSD (especially post disaster)
 - Prepare for critical needs which will be trauma related
- Foster a new and revitalized sense of community
 - Communicate to greater population about the risks, operations and solutions
- Empower the political organization of Native Hawaiians (and leveraging it for all of Hawaii)

Scenario 3: Aloha Intelligence

Question 1: Will current goals and strategies be successful? What changes needed?

The group consensus was that the goals would be partially achievable but need a higher level of interconnectedness to be achieved

- Changes needed include:
 - Employment and Investing in Staff
 - Future work force will evolve along with job loss to automation and Hawaii and human services should prepare for this

- Invest in staff through expanding Ohana Nui and requiring government agencies and contracts to implement the concepts of Ohana Nui and engage their staff to implement these strategies in daily practices
- Implement strategies from university through to workforce to create, develop and nurture a workforce with Ohana Nui values and skills
- Build educational curriculum differently to prepare the new workforce
- Execute a workforce development plan which welcomes students from social work or public health and address their barriers to success (ex: minimum requirements/experience).
- Competitive benefits
 - Engage the nonprofit sector to be a stronger partner with government providers and ensure robust benefits which value the true cost of business to maintain quality services.
- Policy
 - New legislation needed:
 - Help communities thrive with high cost of living
 - Redirect resources and funds towards addressing barriers to thriving such as high cost of health care
 - New policies to benefit keiki (children), including mandatory pre-school and year-round school
 - Undo policies that increase cost or are not cost effective
- Data Sharing
- Abundance and Resiliency
 - Develop mechanisms for connecting Hawaii communities and build relationships towards greater community resiliency
 - Greater professional development to integrate trauma informed care and response and trauma resiliency and self-care into development plans and execution
 - Address wellbeing such as tolerance, forgiveness, mental health and more
 - Involve everyone in defining aloha and Aloha Intelligence
 - Develop a shared definition towards equity
 - Living a life of abundance is in the heart of aloha
 - Aloha Intelligence to guide technology towards assisting making decisions and building relationships

Question 2: Recommendations for human progress and human services, in your scenario, in the next five years?

- Develop a Task Force focused on:
 - Data sharing task force
 - All departments need to decide they will share data across the board and across the state then begin enacting necessary legislation at state and federal level to enable data sharing
 - Legislative policy task force
 - There will be major policy changes in areas of health, human services, education and others

- Develop an Office of Wellness and Resiliency to look at different components needed to be a resilient and healthy state
- Combine Department of Health and Human Services (aided by data sharing)
- Empower public voices towards legislative change
- Similar to public utilities commission, a commission should be created to be autonomous and answer to the needs of the people of Hawaii
- For Guaranteed Basic Income, address housing needs and begin financial literacy
 - Pilot begins in the State of Hawaii by writing up legislation and start in a small community population
- Hawaiian Human Services Alliance which consists of subject matter experts in every area to discuss goals, strategies, and metrics, and attempt to organize make change
 - Explain and update information on subject areas
 - Develop and share public messages for greater awareness
- State-run Medicaid program
 - Follow the example of Connecticut to change their state-run Medicaid program to improve physician pay and bring more doctors to accept Medicaid
- Universal Basic Income Perspective
 - Must consider the economic drivers under this scenario while also addressing climate change
 - For basic income to be successful, Hawaii must have a strong economy and financial support for the labor force, training and higher education, trauma-informed care and resiliency efforts
 - Hawaii to collaborate with Federal departments

Question 3: Recommendations for human services, equity and thriving focused on 2025 to 2035 in your scenario?

- Office of Truth and Reconciliation
 - Develop a long-term Office of Truth and Reconciliation (see reference in Scenario 3: Aloha Intelligence)
- Empowerment and Agency
 - Empower people to be positioned with greater autonomy and freedom
 - Include voice of the people into policy early and in meaningful ways
 - Take into account experiences of people and how the system has failed them, and their lack of trust in the system
- Ensure all Stakeholder voices are heard and included for greater equity
- Community-driven Programs
 - Communities need to drive change and funds to be redirected towards resilient programs.
 - Use preventative methods for addressing wellness

Scenario 4: Shared Abundance

Question 1: Will current goals and strategies be successful? What changes needed?

Changes needed include:

- More effective data sharing agreement
 - Virtual apps to assist data sharing and help address or avoid detrimental situations
 - Client counseling needed
- More sensitive, compassionate workers
 - Develop trauma-informed care and response model and high-quality workforce
- Collaboration and integrative forward-thinking
 - Ensure person-centered wellness to deliver services with compassion and respect.
- Funding to be coordinated towards a common action plan
 - Private sector, community-based partners, government, philanthropists all to be involved in a cascading system of social services.

Question 2: Recommendations for human progress and human services, in your scenario, in the next five years?

- Change the traditional culture of DHS
 - Checks and balances to increase around service provider
 - Greater and new staff training as the culture of DHS and services evolves
 - Challenge how services can evolve
- Hold more meetings to cross over sectors
 - Increases understanding and compassion between agencies concerning what works and what does not
 - Greater collaboration with public and private sectors or programs with wrap around services
 - Work with app developers
 - Establish shared language to build effective apps that are informed by human service experts, not just by the tech industry

Question 3: Recommendations for human services, equity and thriving focused on 2025 to 2035 in your scenario?

- Acknowledge and address the pros and cons of mobility
 - The idea of “Utopia Hawaii” to attract more residents, which is prohibited by:
 - Limited real estate and resources
 - Need to develop strategies around how to encourage young people to stay in Hawaii
- Paradigm Shift in what we consider in the future or how we value our lives and what is important to us
 - Ask: How do we define “success?”
 - For some, it may be things such as material (home ownership) or immaterial (passion driven career) and both should be acknowledged, valued, and supported

- Preserve all things that make Hawaii special
- Education
 - Use of technology, such as videos to enhance technology
 - Teach empathy, compassion, human connection, and Hawaiian culture across school systems

LIKELIHOOD AND PREFERABILITY OF THE SCENARIOS

The workshop participants were asked to consider both the likelihood and the preferability of each scenario. After all the scenarios were presented, a poll was conducted, and results were revealed in the afternoon. Each participant judged the four scenarios' likelihood and preferability with a value from 0 to 100; 0 represented not likely or not preferable at all, and 100 represented complete likelihood or preferability. The scenarios were not to be considered as mutually exclusive sets, so the sum of values in each column could exceed 100. Presented in the table below are the average values.

Scenario	Likelihood	Preferability
Scenario 1: Slow Unraveling	70	26
Scenario 2: Uncomfortable Truth	54	8
Scenario 3: Aloha Intelligence	39	84
Scenario 4: Shared Abundance	42	76

The participants found Scenario 1 to be relatively likely and the most likely of the four, which reflects the intended construction of this expectable scenario; however, Scenario 1 is not the most preferable. Scenarios 3 and 4 (visionary) are significantly more preferable but perceived as less likely.

The results from Hawaii were similar to the averages found across the other state and local Human Services 2035 efforts. However, in the polling of other state and local efforts it was more common for Scenario 4 to be the most preferable, while Hawaii participants found Scenario 3 (**Aloha Intelligence**) most preferable. This scenario contained elements such as guaranteed basic income, Truth and Reconciliation Commissions, and the shaping of the next generation of artificial intelligence to produce pro-social decisions, guided by Hawaiian values – hence, **Aloha Intelligence**.

One lesson from looking at these results is the risk of reinforcing a suboptimal future. Scenario 1 represents the type of forecasts that are often used in strategic planning, particularly in assessing the opportunities and threats the community faces (the O & T of a classic SWOT analysis). But Scenario 1 is not as preferable as either Scenario 3 or 4. Communities are at risk of building their plans in reaction to the most likely future. Human services and the broader community need to ensure that they have a powerful, shared vision and understand what is needed to achieve those – Scenarios 3 and 4 help explore and anticipate those visions and related conditions.

ROBUST RECOMMENDATIONS FOR EQUITY AND THRIVING IN HAWAII

After participants presented on each of the scenarios, strategies or recommendations which were ‘robust’ – meaning, those that worked across two or more scenarios – were identified. Then, participants were asked which recommendations were most interesting or stood out most prominently.

ROBUST RECOMMENDATIONS

- Breakdown Silos towards greater collaboration
- Keep the “Aloha Spirit” across community and strategy
- Foster Data sharing to aid services
- Take care of the people who take care of others
- Policy changes towards a better future
- Empowering communities
- Developing staff and future workforce
- Technology as a tool to aid services and data sharing/analytics to set policy
- Reach out to younger generations

What recommendations stand out?

- Rebranding DHS to make it more attractive; destigmatize public assistance recipients
- Collaboration between and among DHS and other agencies and community-based organization
- Universal basic income, first piloted in a single community to demonstrate how it works and impacts positively
- The Aloha Spirit and the culture that sets Hawaii apart from other areas, and to be explicit about aloha and its values. This is incorporated into law in Hawaii so it can help guide investments and priorities across programs
- Pursue greater interconnectedness with one another and the environment; teach empathy and compassion and how to connect with others a useful approach.
 - Help people understand and feel compassion and concern for issues that might not directly affect them.
- DHS to partner with education on all levels across public and private schools
- Continuity of services at critical junctures across lifespans and families
- Greater engagement of the public in the political process. Ensure there is more diversity represented at the table
- Economic diversification
- Find a common cause and engage and mobilize around that
- Build a robust, educational pipeline for social service workers towards work that is more attractive and fulfilling
- Forecast career development and build critical skills towards future employment. Empower students to make informed choices.

CONCLUSION

To conclude the Workshop, participants were encouraged to continue to **aspire** and **monitor their aspirations**. The exercise of stepping into alternative futures has provided a long-term view; it makes service deliverers more flexible in dealing with the likely challenges and opportunities; it enables us to be more strategic and it increases Hawaii's ability to create and pursue a shared vision.

The human service community should continue to work together to enhance the well-being of individuals, families, and communities. The DHS vision is a Hawaii where the people are thriving. And the Mission is: To encourage self-sufficiency and support the well-being of individuals, families, and communities in Hawaii. Participants will be invited to reassemble in October of 2019 to review and discuss these results and advance joint action.

APPENDIX: HUMAN SERVICES (DHS) GOALS AND STRATEGIES

Our Vision is The people of Hawaii are thriving!

Hawaii is unique for the care of its residents is embedded in our state constitution, Article IX, Section 3 mandates the provision of financial assistance, medical assistance, and social services. And it is also seen in the “Aloha Spirit” statute (section 5-7.5, Hawaii Revised Statutes) that requires government officials to fulfill their duties with the aloha spirit. This is our north star as we transform our department into one that better serves our residents, families, and communities.

On June 7, 2019, Governor David Y. Ige signed Act 082 (2019) which imbeds the `Ohana Nui approach into the human services statute. “The department shall administer programs through an integrated and multigeneration approach designed to improve the social well-being, economic security, and productivity of the people of the State and to reduce the incidence of intergenerational poverty and dependence upon public benefits.”

DHS Director Pankaj Bhanot’s 2019 message states:

In line with this aloha spirit, we are working to change DHS into a 21st century integrated delivery system that serves clients more efficiently and effectively in a holistic way. We have spent much time and are still working to achieve this transformation.

We are committed to fulfill our mission and responsibilities in collaboration with others and with aloha. Individually and collectively we work to meet our mission to encourage self-sufficiency and support the well-being of individuals, families, and communities in Hawaii.

Mission: To encourage self-sufficiency and support the well-being of individuals, families, and communities in Hawaii.

Goal 1: Improve the self-sufficiency and well-being of Hawaii’s individuals and families

Goal 2: Improve service integration and delivery to develop solutions and sustainable outcomes

Goal 3: Improve staff health and development

7.8.2019