

## HEALTH SCIENCES STEERING COMMITTEE

### MINUTES

Friday, December 16, 2022  
 2:00 PM-3:30 PM (HST)  
 Virtual meeting via Zoom  
 Website: [Health Sciences Initiative](#)

#### Members

Name	Role	Attendance
Michael Bruno	Provost	Present
Walter Bowen	Associate Dean for Research, CTAHR	Present
Elizabeth Char	Director, Hawai'i State Department of Health	Present
Lee Buenconsejo-Lum	Associate Dean for Academic Affairs, JABSOM	Present
Jill Hoggard Green	President & CEO, The Queen's Health System	Present
Naoto Ueno	Director, UH Cancer Center	Present
Judy Lemus	Interim Associate Dean for Academic Affairs, SOEST	Present
Miriam Mobley-Smith	Interim Dean, UH Hilo College of Pharmacy	Present
Wendy Pearson	Senior Advisor to the Provost	Present
Tetine Sentell	Interim Dean, Thompson School of Social Work & Public Health	Present
Alison Sherwood	Interim Associate Dean, College of Natural Sciences	Present
Ray Vara	President and CEO, Hawai'i Pacific Health	Excused
Lorrie Wong	Interim Associate Dean for Academic Affairs, NAWSON	Present

Topic	Discussion/Information	Action
Call to Order	<ul style="list-style-type: none"> <li>Welcome Dr. Naoto Ueno, Director of the UH Cancer Center, to the Health Sciences Steering Committee.</li> </ul>	Provost Michael Bruno called meeting to order
Updates	<ul style="list-style-type: none"> <li>Jerris Hedges, Dean of JABSOM, and Provost Bruno worked on appointing Dr. Ueno as an Assistant Dean of the Medical School, which strongly connects the Medical School and UH Cancer Center, particularly in research and research-informed curriculum. This will increase collaboration and partnerships.</li> <li>A report has been sent to the State Legislature that included references to the Health Sciences working group. The point we are trying to make to the legislature is that the UH Health Sciences is not only JABSOM, but all of UH (including UH Manoa and UH Hilo). We are seeking ways we can strongly collaborate and partner to benefit Hawai'i and export it to the world.</li> <li>UHM will assemble a search committee for the permanent dean of JABSOM next year. The co-chairs are Ray Vara, President and CEO, Hawai'i Pacific Health, and Chris Sabine, Interim Vice Provost for Research and Scholarship.</li> </ul>	No action taken.
Review of National, State, and UH Goals & Priorities Related to the Health Sciences	<p>Senior Advisor Pearson presented the health-related goals and priorities at the national and state levels, including the following:</p> <p><b>National Priorities</b>  <a href="#">President Biden's Healthcare Funding Priorities for FY23</a></p> <ul style="list-style-type: none"> <li>Mental healthcare</li> <li>Translational research</li> <li>Reducing the cancer death rate</li> <li>HIV/AIDS</li> <li>Future pandemic/health security</li> </ul>	No action taken.

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<p>Review of National, State, and UH Goals &amp; Priorities Related to the Health Sciences</p>	<p><b>The State's Health-Related Priorities</b> <a href="#">Governor Green's Priorities</a></p> <ul style="list-style-type: none"><li>● Addressing the healthcare disparities that affect the citizens of Hawai'i.</li><li>● Using scholarships to pay down loans that social workers, nurses, and doctors have accrued so they can afford to provide care for those in Hawai'i who need it the most.</li><li>● Addressing the effects of climate change on Hawai'i and the planet, and reaching the state's ambitious renewable energy goals.</li></ul> <p>Department of Health: <a href="#">Healthy Hawai'i Strategic Plan 2030</a> A roadmap for preventing and reducing chronic disease:</p> <ul style="list-style-type: none"><li>● <b>Community Design &amp; Access:</b> Communities have access to tobacco- and nicotine-free settings, healthy food choices, physical activity opportunities, evidence-based chronic disease self-management programs, minimal exposure to unhealthy options.</li><li>● <b>Education:</b> Educational settings promote tobacco- and nicotine-free lifestyles, healthy eating, daily physical activity, and health management.</li><li>● <b>Health Care:</b> Health systems promote health equity and maximize utilization of prevention, early detection, and evidence-based chronic disease self-management services by improving coverage, information technology, programs, practices, and guidelines.</li><li>● <b>Worksite:</b> Worksites create a culture of wellness through programs/policies that promote tobacco-and nicotine-free workplaces; breastfeeding; healthy food/beverage choices; physical activity /active commuter opportunities; health screenings; early detection, risk reduction, self-management of chronic diseases.</li></ul> <p><b>Health Systems</b> <a href="#">Hawai'i Pacific Health (HPH)</a></p> <ul style="list-style-type: none"><li>● Vision to be leader in healthcare transformation.</li><li>● Mission to create a healthier Hawaii, which includes:<ul style="list-style-type: none"><li>○ Clinical care</li><li>○ Patient experience at HPH (clinical quality, service)</li><li>○ Early childhood development programs</li><li>○ K-12 Education</li><li>○ Affordable housing</li><li>○ Homelessness</li><li>○ Food insecurities</li></ul></li><li>● <b>Strategic Directions:</b> Partner with physicians, health plans, providers in order to deliver and optimize the health of Hawai'i</li></ul>	
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<p>Review of National, State, and UH Goals &amp; Priorities Related to the Health Sciences (continued)</p>	<p><a href="#">Queen's Health System</a></p> <ul style="list-style-type: none"> <li>● Build the workforce</li> <li>● Health inequities</li> <li>● Aspirational Goals:             <ul style="list-style-type: none"> <li>○ Addressing disparity in Native Hawaiians in terms of life expectancy (eight year difference)                 <ul style="list-style-type: none"> <li>■ Keiki</li> <li>■ Precision medicine</li> <li>■ Management of chronic diseases</li> </ul> </li> <li>○ To be a lifetime partner in health</li> </ul> </li> </ul> <p><b>UH health-related strategic goals and priorities:</b></p> <p><a href="#">UH System Strategic Plan, 2023-2029 (Recently approved)</a></p> <ul style="list-style-type: none"> <li>● Workforce shortages</li> <li>● Access issues, equity gaps</li> <li>● Diversifying the economy</li> <li>● Research and innovation</li> <li>● Health and wellness</li> </ul> <p><a href="#">UH Mānoa 2025: Our Kuleana to Hawai'i and the World</a></p> <ul style="list-style-type: none"> <li>● Our unique location facilitates advances in our internationally renowned research in earth and ocean sciences, astronomy, renewable energy, biodiversity and health disparities.</li> </ul> <p><a href="#">JABSOM Strategic Plan 2020-2025</a></p> <ul style="list-style-type: none"> <li>● Mission: <i>JABSOM, as part of the fabric of Hawai'i, is a diverse learning community committed to excellence and leadership in:</i> <ul style="list-style-type: none"> <li>○ <i>Educating current and future healthcare professionals and leaders</i></li> <li>○ <i>Delivering high-quality healthcare</i></li> <li>○ <i>Conducting research and translating discoveries into practice</i></li> <li>○ <i>Establishing community partnerships and fostering multidisciplinary collaboration</i></li> <li>○ <i>Pursuing alliances unique to Hawai'i and the Asia - Pacific region</i></li> <li>○ <i>Acting with forethought regarding right relationships, respect, and moral action. Pono</i></li> </ul> </li> <li>● Goals include:             <ul style="list-style-type: none"> <li>○ Research and discovery</li> <li>○ Education and teaching</li> <li>○ Clinical healing</li> <li>○ Community engagement</li> <li>○ Encouraging resource growth</li> <li>○ Funding the mission</li> </ul> </li> <li>● Enhancing diversity and opportunities in order to achieve equity within JABSOM ohana and communities we serve.</li> <li>● Vision: Maikai Loa: A.L.O.H.A. - Attaining Lasting Optimal Health for All.</li> </ul>	
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<p>Review of National, State, and UH Goals &amp; Priorities Related to the Health Sciences (continued)</p>	<p><a href="#">NAWSON Strategic Initiatives, 2016-2022</a></p> <ul style="list-style-type: none"> <li>● In the process of developing new strategic initiatives</li> <li>● Looking at new American Association of Colleges of Nursing essential, focusing on education, diversity, equity, and partnerships</li> </ul> <p><a href="#">Thompson School of Social Work &amp; Public Health</a></p> <ul style="list-style-type: none"> <li>● Vision: Achieving social justice and health equity for the people of Hawai'i and citizens in a changing world</li> <li>● <a href="#">Public Health</a> <ul style="list-style-type: none"> <li>○ Vision: Pono living, locally and globally.</li> <li>○ Mission: Advance the health of the peoples of Hawai'i, the nation, and the Asia-Pacific region through knowledge, discovery, innovation, engagement, inclusion, and leadership.</li> <li>○ Values: Academic excellence and rigor; Respect; Equity; Diversity; and Collaboration</li> </ul> </li> <li>● <a href="#">Social Work Strategic Plan</a> <ul style="list-style-type: none"> <li>○ Mission: Provide educational excellence that advances social work with its focus on social justice. The principal responsibility is the generation, transmission, and application of knowledge for the global enterprise with special attention to Native Hawaiian, other Pacific Islander, and Asian populations in our state and region.</li> <li>○ Values:           <ul style="list-style-type: none"> <li>■ Mālama i ke Kanaka Apau ~ Diversity: Honoring both local and global perspectives that lead to just and creative processes for problem and solution discovery.</li> <li>■ Ulu Pono ~ Well-Being: A state of thriving that reflects the meaningful connections of humanity with other individuals, the community, the environment, and transcendent realms.</li> <li>■ Ho'okaulike ~ Social Justice: A world in which the inherent dignity of all is recognized, valued, and restored with particular attention given to those in greatest need.</li> </ul> </li> </ul> </li> <li>● <a href="#">Center on Aging</a> <ul style="list-style-type: none"> <li>○ Mission: to enhance the well-being of older adults through interdisciplinary and collaborative efforts in research as well as educational programs and service to the community. The Center is a research center focused on applied, translational, and community engaged research with attention on the diverse populations of Hawai'i and the Asia Pacific region.</li> </ul> </li> </ul>	
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<p>Review of National, State, and UH Goals &amp; Priorities Related to the Health Sciences (continued)</p>	<ul style="list-style-type: none"> <li>● Shared goals undergirded by social justice and equity. All three entities have long histories. Unique goals reaching into the Pacific and rural communities to build equity from a strength-based approach.</li> <li>● New dean coming in will likely reenergize work around strategic directions.</li> </ul> <p><a href="#">UH Hilo College of Pharmacy (per website)</a></p> <ul style="list-style-type: none"> <li>● Mission: To educate pharmacy practitioners and leaders; To serve as a catalyst for innovations and discoveries in pharmaceutical science and practice for the promotion of health and wellbeing; To provide community service, including quality patient care.</li> <li>● Vision: to drive improvement of healthcare in Hawai'i and throughout the Pacific. We will achieve this vision by focusing on Hawaii's unique cultural, physical, and geographic features, by employing world-class faculty, and by graduating exceptional professionals.</li> </ul> <p><a href="#">UH Cancer Center</a></p> <ul style="list-style-type: none"> <li>● Mission: Reduce the burden of cancer through research, education, patient care and community outreach with an emphasis on the unique ethnic, cultural and environmental characteristics of Hawai'i and the Pacific.</li> <li>● Priorities:             <ul style="list-style-type: none"> <li>○ Reduce the suffering of patients and caregivers</li> <li>○ Revamp of strategy to enhance clinical activities</li> <li>○ Revamp relationship with the Medical School</li> <li>○ Form a clinical division related to oncology</li> </ul> </li> <li>● Dr. Ueno has spoken with NIH on the direction needed for the UH Cancer Center to thrive. They are also preparing for the P30 renewal.</li> <li>● The Center itself will have a major revamp of their strategy, including enhancing the clinical activities which will impact the Hawaii Cancer Consortium, which includes Queen's, HPH and other systems.</li> <li>● The Center will revamp the relationship with the medical school, and reform the clinical division related to oncology and hematology, with training to address the massive exit of oncologists in the state. We not only need to recruit, but to also grow our own oncologists.</li> <li>● There is demand from NCI that we take the P30 to the next level, which would be following the current immunological and molecular level that needs to be offered in the State. Requires that we work with every school we have on the committee.</li> <li>● There is a survey out to identify successes, deficiencies, and pitfalls. The results will inform the work going forward. Director Ueno expects that the Center will have a clear vision by July 1.</li> </ul>	
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<p>Review of National, State, and UH Goals &amp; Priorities Related to the Health Sciences (continued)</p>	<p><a href="#">College of Natural Sciences</a></p> <ul style="list-style-type: none"> <li>● A college that supports the undergraduate and graduate training of students across the sciences.</li> <li>● Have students see the connections between science and society as they move through their discipline</li> <li>● Prepare students so that they are ready for the scientific workforce and being positioned for careers in science in the state, across the country and around the world</li> <li>● Making sure our students are ethical scientists (incorporated into their curriculum)</li> <li>● Faculty are conducting science, generating new knowledge, building these disciplines across the fields of natural science, mathematics, physical sciences and biological sciences</li> <li>● Trying to create a sense of excitement that students are able to interact with faculty, feeding off the enthusiasm that the joy of conducting science and taking that with them into their careers</li> <li>● Link together computational aspects across the college</li> <li>● Invested in data science</li> <li>● Planning to conduct climate surveys across the college to help guide and develop more concrete strategic planning</li> <li>● <a href="#">School of Life Sciences Mission</a>: <i>Investigate all living things by promoting learning and discovery through scientific research. We seek to maintain a high standard of education based on the development of biological literacy, application of quantitative and scientific methods, the exploration of biological concepts and the development of integrative and multidisciplinary thinking. The School of Life Sciences is committed to providing a positive educational experience for undergraduate and graduate students and a supportive working environment for faculty and staff based on principles of safety, inclusiveness, personal and professional integrity, and the pursuit of excellence.</i> <ul style="list-style-type: none"> <li>○ The School is a merger between Biology, Botany, and Microbiology departments. Many of the disciplines are very closely related to health sciences.</li> </ul> </li> </ul> <p><a href="#">SOEST</a></p> <ul style="list-style-type: none"> <li>● Vision: SOEST scientists and engineers are committed to providing solutions to some of these complex issues, including water, energy, and mineral resource overexploitation, geohazards, and environmental and climate change. Through a sustained system of Earth and planetary observations, undergraduate and graduate education, technology development and utilization, and knowledge dissemination, our staff and researchers work to expand public awareness of ocean and Earth resources, ensure informed public policy and decision-making, and advance scientific understanding of complex and interconnected Earth and planetary systems.</li> </ul>	
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<p>Review of National, State, and UH Goals &amp; Priorities Related to the Health Sciences (continued)</p>	<ul style="list-style-type: none"> <li>● Mission Statement: The School of Ocean and Earth Science and Technology is dedicated to serving society through the acquisition and dissemination of new knowledge about the ocean, Earth, and planets, and to enhancing the quality of life in the state of Hawai'i and in the nation by providing world-class education, contributing to a high-tech economy, and promoting sustainable use of the environment.</li> <li>● Research heavy school at UHM, related to environmental health, resource questions, geohazards, climate change</li> <li>● All focus on and in service of enhancing the quality of life in the State of Hawai'i, which intersects with our health discussions</li> <li>● How does natural resources, climate change, water resources, different environments, etc, impact people's health and vice versa</li> <li>● Creating collaborations within the school as well as outside of the school</li> <li>● In search for a new Dean as well as a Director of Diversity Initiatives</li> </ul> <p><a href="#"><u>CTAHR Strategic Positioning and Vision 2022-2027</u></a></p> <ul style="list-style-type: none"> <li>● Mission: Our responsibility is to provide exceptional transdisciplinary education, research, and extension in tropical agriculture, natural resources, and human well-being to local and global communities</li> <li>● Vision: An educated community, healthy population, and sustainable food system and environment that strengthens the well-being and economic development of the people of Hawai'i.</li> <li>● Focus on the nexus between human health, plant health, soil health, ecosystem health, community health</li> <li>● Focus on human nutrition</li> <li>● Core values             <ul style="list-style-type: none"> <li>○ Malama - Care for others and the environment</li> <li>○ Pono - To be righteous in thoughts, speech, and actions that reflect integrity and reciprocity</li> <li>○ Kuleana - Take responsibility and accountability</li> <li>○ Loea - Resourcefulness, resilience, and innovation</li> <li>○ Laulima - Inclusive and collaborative in service and society</li> </ul> </li> <li>● Grand Challenge Initiatives             <ul style="list-style-type: none"> <li>○ Resilient and Thriving Community Health</li> <li>○ Vibrant Tropical and Pacific Island Agriculture and Food Security</li> <li>○ Ecosystem Health</li> <li>○ Workforce and Economic Development</li> </ul> </li> </ul>	
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<p>Goal Setting for the Health Sciences Initiative</p>	<p>The Health Sciences White Paper objectives provide a starting place for the goals, particularly the section “Opportunities and the Need for Change”. At the end of the last meeting, several noted that this looked like the beginning of a strategic plan.</p> <ul style="list-style-type: none"> <li>● Having reviewed the national, state, and UH health-related strategic goals, and the missions of the health systems, there are some important intersections that we want to have reflected here.</li> <li>● Do the objectives capture these intersections? Do we want to be more explicit in capturing goals related to health disparities, for example? Think about what’s missing and what we would like to see, and then prioritize.</li> </ul> <p>The steering committee revised and prioritized the following objectives:</p> <ol style="list-style-type: none"> <li>1. Strengthen and expand the <b>healthcare workforce</b> in Hawai’i and the Pacific through more effective and efficient articulation, from inside and outside of the UH System, with UH Mānoa degrees. Expanded opportunities for <b>clinical and practicum training</b> within the local health systems will be key to this goal. <i>[How do we broaden this to include health care related degrees from other campuses?]</i></li> <li>2. Build on and <b>expand reciprocal partnerships</b> with the health systems, government, and health industry to inform curricula and program development, clinical and translational research, and cooperative extension across the state and in the Pacific with the goal of training a workforce that is capable of transdisciplinary work to reduce health disparities and inequities.</li> <li>3. Provide STEM and life sciences majors with <b>clear pathways to health sciences careers</b> through improved advising and counseling, and the development of cross-disciplinary tracks to graduate and professional degrees.</li> <li>4. Better coordinate, expand, and <b>scaffold K-12 bridge programs in the life sciences and health sciences</b> to encourage the exploration of healthcare and medical careers at an earlier age, particularly in populations underrepresented in the health and medical fields.</li> <li>5. More broadly define the health sciences to <b>recognize and collaboratively address the impacts of climate change</b>, including via the One Health initiative that connects human health to the environmental microbiome, healthy ecosystems, and the role of agriculture and nutrition in preventing disease. <i>[Add a broadening statement - address quality of life.]</i></li> <li>6. Support and expand <b>interprofessional education</b> opportunities across our health sciences and life sciences programs, both undergraduate and graduate, to better prepare the state's workforce to work across interdisciplinary teams to improve health outcomes.</li> </ol>	<p>The steering committee will prioritize the list to separate implementation steps from strategic goals</p>
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<p>Goal Setting for the Health Sciences Initiative (continued)</p>	<ol style="list-style-type: none"> <li>7. <b>Leverage and support the research expertise</b> across campus [campuses] to compete for larger, higher-impact grants to increase funding, training, and translational research in the state and the Pacific. <i>[Add focus on highlighting our work (shine a light; export beyond Hawaii to a world stage), and communications.]</i></li> <li>8. Extend <b>UH Mānoa's clinical and translational research to the neighbor islands</b> and rural communities by leveraging CTAHR's Extension infrastructure and health professional program collaborations with health systems, Federally Qualified Health Centers, the Department of health, Department of Human Services, Department of Public Safety (and others) to improve health outcomes across the state. <i>[How do we broaden this to include related research from other campuses?]</i></li> <li>9. Provide a <b>convening space</b> and staff for faculty researchers, industry professionals, and government leaders to assess, <b>collaborate, and respond</b> to critical health threats to the state. <i>[This should be a higher priority, closer to "strengthen and expand the workforce." There has been a lot of data and assessment here. It is time for action. This is an urgent need.]</i></li> <li>10. <b>Transfer</b> advances in <b>knowledge and technology</b> development to patient care and health policy in Hawai'i and the Pacific.</li> <li>11. Provide a one-stop "portal" for <b>information exchange</b>, and a <b>unified voice</b> for Health Sciences and Medicine education and research.</li> </ol> <p>Discussion</p> <ul style="list-style-type: none"> <li>● When there were shortages in the 1980s there was a good federal response in increasing faculty in critical areas that increased the output of clinicians into the workforce the 1990s. But then those funds were pulled back and there was no backfilling. Those individuals are now retirement age. These health shortages then become health threats to the state.</li> <li>● We should think about on the research side, we all work in teams. So it is as important how the teams are functioning and how they are trained and how we create better research and development because of that.</li> <li>● We are in a position where we could be doing some really collaborative work expanding the workforce and creating the workforce of the future.</li> <li>● Bringing all of the natural sciences, the data analysts, they're new entrants into health care, and we can be showing those innovative models. The way we work together creates better outcomes. That is what would be intriguing for people across the country to see. But we need to do the research to demonstrate that, and collaborate with other institutions to show it can be replicated.</li> </ul>	
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<p>Goal Setting for the Health Sciences Initiative (continued)</p>	<ul style="list-style-type: none"> <li>● There were some surveys of farming communities on stress management and wellbeing (CTAHR). Stress management and climate change might fit here. The stress of climate change should be here. That is not captured here.</li> <li>● There is a strong need to create a model for team science, and to recognize the 70-80% burn-out rate in health care providers. Resilience and wellness are important to think about; What does UH as an educator provide, not just to export but as professional development, to deal with this and unpredictable situations? How can we approach this? It's not just leadership. Simply knowing knowledge is not good enough. You need the science of team creation. Leadership communication and how to form a team. How do you collaborate? This is a skill-set. Rice University and Harvard are aggressively working on this, for example. If there is a way to work on this at a higher level, it can serve as a role model that sets us apart in creating the next generation of health providers.</li> <li>● Have we received any feedback in the conversations with the UH System that might be relevant?             <ul style="list-style-type: none"> <li>● Their focus is on the healthcare workforce. There has been discussion about our initiative and what we could do to enable collaborations (supporting structure, and staffing). Both efforts were rolled into the larger biennium package. We might also be successful on the philanthropic front (though too early to engage with them). The legislature and philanthropic audiences are very different. Each have their own interests and passions to which we can tailor our message.</li> </ul> </li> </ul> <p>Next Steps: Reshape and prioritize the list to separate implementation steps from strategic goals. The provost suggested separating imperatives from goals by using the phrase, "Within the next five years, we will..." to help identify these. Add comments where needed.</p>	
	<p><b>Next meeting:</b> Friday, January 20, 2023, 2:00-3:30 p.m. (via Zoom)</p>	