

King William Charles Lunalilo Trust

Kauhale Kūpuna

Strategic Plan 2017 to 2027

(Approved by Combined Board of Trustees: November 16, 2016)

(Approved by Probate Court: January 29, 2018)

**A Message from the
Board of Trustees**

Aloha,

Strategic planning has been an ongoing process with the Board of Trustees of the King William Charles Lunalilo Trust over the past several years, taking into consideration the ever-growing needs of our elderly community in Hawaii. The strategic pursuit of reaching more Hawaiian kūpuna was initiated by Trustees Stanley Hong (deceased in February 2015), Kamani Kuala`au, and Harvey McInerny, by seeking innovative ways in which to strategically approach and launch new directions to address the needs of our kūpuna.

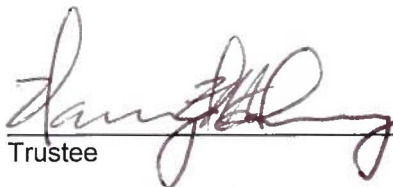
In November 2015, the Trustees sought to expand the Board of Trustees with the expertise, experiences, and wisdom of individuals in the community who could further enrich the strategic planning process and bring it to fruition. Pursuant to this objective, Trustees Kuala`au and McInerny filed a Petition for Appointment of Temporary Trustees with the Probate Court requesting the appointment of Dr. Naleen N. Andrade, Dr. Michael J. Chun, and Ms. Laura D. Smith as Temporary Trustees to focus on the strategic planning process of the King William Charles Lunalilo Trust. In January 2016, the Court approved their appointments as Temporary Trustees dedicated to strategic planning.


The five Trustees embarked on a final one-year process to galvanize the strategies, goals, vision, and mission of King Lunalilo to mālama and reach more beloved kūpuna. During this strategic planning process, the Board engaged various consultants and experts to conduct a comprehensive external assessment concerning: (i) current and future demographics information of elders in general and Hawaiian elders in particular; and (ii) the landscape of public and private service providers in the multi-faceted continuum of care for the elderly. The Board further retained other consultants to provide feasibility reviews of various strategic platforms to potentially reach and serve more kūpuna.

The Board reviewed structural evaluations of current facilities as well as alternative feasibility and development plan options to serve elders. Additionally, the Board conducted surveys and received input from its Lunalilo Home professional staff and management, strategic facilitation team, other consultants, and key stakeholders in the public and private sectors in order to develop the plan.

Based on these several years of strategic planning, the Board of Trustees presents “Kauhale Kūpuna - Strategic Plan 2017-2027” setting forth a new outreach community-based direction, comprised of goals, strategies, and objectives centering on a vision of a nurturing and vibrant kauhale for all kūpuna. Our kuleana continues to grow as an ever-increasing number of our elders face an uncertain future as they progress through their lives, possibly encountering financial, physical, emotional, social, and spiritual challenges. As kūpuna have traditionally been our experts, story tellers, guides of ancestral and cultural knowledge, and generational bridges within the families, we all need to assure that they are afforded the dignity and the ability to have a nurturing and safe environment in their twilight years.


We look forward to implementing this groundbreaking new direction for the King William Charles Lunalilo Trust and invite you to become familiar with our strategic mana`o. Partnerships and collaborative efforts will be essential for success. Join us as we move the legacy and vision of Mō`ī Lunalilo into a new future in the care and well-being of kūpuna in our communities.


Trustee


Trustee (Chair)


Trustee


Trustee


Trustee

King William Charles Lunalilo (“Lokomaika`i”)

Prince William Charles Lunalilo was born on January 31, 1835, to High Chiefess Miriam Kahahaika'ao'aokapuokā Kekāuluohi-o-manō (“Kekāuluohi”) (Kuhina Nui, or Premier of the Hawaiian Kingdom and niece of Kamehameha I) and High Chief Charles Kana'ina. As the only child, Lunalilo eventually received his vast landholdings from Kekāuluohi who had received said lands from her mother Kaheheimālie Kaniu Kalākua Hoapiliwahine (“Kaheheimālie”) and father Kala'imamahū. Lunalilo's great grandfather was Keōuakupuapāikalaninui (father of Kamehameha I and Kala'imamahū). At the time of Kekāuluohi's death in 1845, Lunalilo, still a minor, inherited lands left by his grandmother Kaheheimālie; lands left by his grandfather Kala'imamahū; and lands received by Kekāuluohi while serving as Kuhina Nui from 1839-1849.

In 1872, then reigning monarch Kamehameha V did not name a successor to the throne before he died in December 1872. Lunalilo was a likely successor to the Crown, but Lunalilo wanted his people to choose their next ruler in a democratic manner and requested a plebiscite to be held on January 1, 1873. The male subjects eligible to vote under the Kingdom overwhelmingly chose William Charles Lunalilo as successor to the Crown. At noon on January 8, 1873, the Legislature met, as required by law, in the courthouse to cast their ballots to elect the next King. Lunalilo received all 37 votes. The coronation of King Lunalilo took place at Kawaiaha'o Church in a simple ceremony on January 9, 1873. He reigned for one year and 25 days, succumbing to pulmonary tuberculosis on February 3, 1874.

Prior to succeeding Kamehameha V as King of the Hawaiian monarchy, King Lunalilo bequeathed by Will dated June 7, 1871, as amended by codicil dated January 31, 1874, (collectively referred to herein as the “Will”), his substantial real estate assets to establish the first trust of an ali'i for the benefit of Native Hawaiian people. Utilizing the trust construct to assure perpetuity, under Article Third of his Will, King Lunalilo dedicated his trust estate to the establishment and maintenance of a home on the Island of Oahu for poor, destitute, and infirm people of Hawaiian blood or extraction, giving preference to the elders.

Our mission and vision are clear. The well-being of kūpuna in their homes and communities is paramount. The King William Charles Lunalilo Trust accepts the responsibility to use the full power of its testamentary legacy and mandate of King Lunalilo for the community of elders we serve.

MISSION

**E ho'omau i ka pono
o Ka Mō'ī 'o Lunalilo
e ho'ohanohano,
e mālama,
a e ho'omalū
i ke ola o nā kūpuna.**

**To perpetuate the legacy
of King William Charles Lunalilo
to honor,
tend to,
and protect
the well-being of elders.**

VISION

A nurturing and vibrant kauhale for all kūpuna.

Kauhale – The basic social unit made up of houses and multi-purpose buildings serving the needs of the `ohana within a community.

Kūpuna – Elders who serve as a source of wisdom.

VALUES

The legacy and vision of King William Charles Lunalilo in caring for kūpuna are founded upon a discipline of cultural professionalism in which all thoughts, plans, and actions of the King William Charles Lunalilo Trust are grounded in the values of **ALOHA**, (love, empathy, and compassion), **HŌ`IHI** (respectful and dignity), **HO`OMANAWANUI** (patience), **MĀLAMA** (caring), **KŪLIA I KA PONO** (striving for the right), **LAULIMA** (collaboration and teamwork), and **LOKOMAIKA`I** (benevolence, grace, a nickname affectionately bestowed upon King Lunalilo).

STRATEGIC GOALS

Our four strategic goals for kūpuna are fundamental aspirations to be achieved in concert to realize our strategic vision within the next 10-year horizon.

Optimize reach and impact

Enhance and sustain quality

Assure financial sustainability

Strengthen organizational excellence

OPTIMIZE REACH AND IMPACT

Strategies

1. Transform to new solution platform for our kūpuna

- Commence planned incremental transformation to a comprehensive integrated home and community health care system solution for kūpuna
- Develop a rolling 3-year strategic implementation plan, comprising 1-year business plans
- Progressively move beyond current campus, decentralizing and extending to the homes and communities of kūpuna
- Further optimize Lunalilo Home's current core multi-faceted system of services and programs for kūpuna

2. Lead through collaboration and partnerships

- Seek long-range partners that support our mission and vision
- Facilitate community alliances
- Collaborate and join with community partners on common goals for kūpuna

3. Engage kūpuna and their families

- Institute a discipline of cultural professionalism in addressing real needs of kūpuna

2027 Vision Elements

The King William Charles Lunalilo Trust serves as the hub of a comprehensive and integrated community solution for kūpuna in their `ohana and kauhale. Kūpuna are sources of knowledge, wisdom, vibrancy, inspiration, and joy within their kauhale, `ohana, and beyond.

ENHANCE AND SUSTAIN QUALITY

Strategies

1. Commit to research and development

- Engage in research and development to improve the care, and well-being of kūpuna
- Develop culturally driven practice models that advance kūpuna well-being

2. Institute best practices with cultural professionalism

- Establish protocols of best practices
- Establish protocols of cultural professionalism

3. Assure continuous education and training

- Develop internal institutional discipline of continuous education and training among leaders, professionals, and staff throughout the system
- Engage policy-makers to have a shared understanding of kūpuna

2027 Vision Elements

The King William Charles Lunalilo Trust emanates excellence, cultural professionalism, and the model of a comprehensive integrated home and community solution for kūpuna.

ASSURE FINANCIAL SUSTAINABILITY

Strategies

1. Institute prudent financial and investment management systems

- Solidify investment assets, growing and protecting its purchasing power in perpetuity
- Build sustainable spending capacity
- Diversify revenue sources

2. Build fundraising capacity

- Establish, institute, and support a systematic plan of philanthropy and development advancement
- Actively pursue private funding sources that support kūpuna
- Seek and advocate for governmental legislation and financial support for kūpuna programs

3. Engage in strategic alliances

- Seek long-range alliances with key public and private partners that share and are committed to our mission and vision

2027 Vision Elements

The King William Charles Lunalilo Trust operates with the highest levels of financial integrity, prudently integrating funding and spending over the long term. The Trust further engages in a coalition of strategic public and private partners who are committed to the well-being of kūpuna.

STRENGTHEN ORGANIZATIONAL EXCELLENCE

Strategies

1. Establish broad community representation of board leaders

- Build broad community representation of board leaders able to align, engage, and mobilize the community in support of our mission and kūpuna
- Institute a leadership training system ensuring fiduciary compliance and long-range innovative and strategic thinking

2. Adopt a CEO-based management system of operations

- Develop an organizational framework supporting a CEO-based management system
- Establish a governance framework including delegation of authorities, reporting requirements, performance measurements, and evaluation processes

3. Utilize Balanced Scorecard strategic alignment management system.

- Reorganize and improve overarching organizational policies, procedures, and practices in alignment with strategic plan and CEO-based management system within a Balanced Scorecard construct
- Institute innovative progressive thinking at all levels

2027 Vision Elements

The King William Charles Lunalilo Trust institutes an efficient and effective governance and management structure that strategically integrates, mobilizes the assets of the King William Charles Lunalilo Trust within the kauhale, and that supports its values, mission, and vision.

Kauhale Kūpuna 2017-2027 Strategic Plan.



King William Charles Lunalilo Trust

