

October 11, 2023

Mr. Douglass Adams  
Director of Research & Development  
County of Hawai'i  
25 Aupuni Street, Suite 1301  
Hilo, Hawai'i 96720

Dear Director Adams:

Mahalo for the invitation to submit a statement of qualification and expression of interest for Professional Services RD. 14 General Education and Training. In response, I offer the following information to the County of Hawai'i. If you would like further details, please let me know.

(1) The name of the firm: Focalize (Collaborative Quality Consulting dba Focalize)

Person: Heather Henderson  
Contact information: 808.462.0573  
Email: heather@focalizechange.com  
Principal place of business: State of Hawaii  
Office location: 2448 Manoa Road  
Honolulu, HI 96822

(2) The age of the firm: 10 years

Average employees: 1

(3) Education: BA Education, Bucknell University (1992)  
MSW and MUP, Columbia University in the City of New York (1997)

(4) A list of recent projects:

**Neighborhood Place of Puna, Hawaii Island** – Collaborating with Hawaii County's 14 social service contractors to establish a universal case management process, tasks, standards, and skills profile. Designing a competency-based professional development system that aligns with Native Hawaiian and local cultural values and prepares case managers and supervisors to deliver high fidelity services that support people to thrive (present).



**Department of Human Services, State of Hawaii** – Evaluating the Housing First approach and Ohana Zones (\$32m) implementation. Findings informed Statewide Office of Homelessness and Housing Solutions strategic planning (2018–present). Designed a statewide Continuous Quality Improvement (CQI) system to improve the efficiency and effectiveness of contract monitoring, including updated performance measures, data collection tools, quantifiable case reviews, and CQI Workbook (2018-23).

**Youth Advocate Programs (YAP), United States** – Unified YAP’s compliance, research, and quality assurance efforts into one coordinated department promoting quality improvement with consistent methods across 145+ programs in 35 states. This resulted in improved outcomes where CQI was practiced 2+ years and more efficient use of research funds (2019-22).

**Administration for Children’s Services (ACS), New York City** - Led the design, planning, and implementation of a citywide CQI model, Collaborative Quality Improvement, at 280+ ACS foster care and preventive service programs across NYC, resulting in significant improvements in children’s safety. Featured by U.S. Children’s Bureau as a national example of outstanding practice in 2016 (2013-17).

Clients who may be contacted (asterisk \* indicates services rendered during the preceding year):

1. Paul Normann\*, Executive Director, Neighborhood Place of Puna: 808-345-3042
2. Philomena Scherling\*, Operations Director, Neighborhood Place of Puna: 808-345-3363
3. Harold Brackeen III\*, Administrator, State of Hawaii Department of Human Services, Homeless Programs Office: 808-285-2302
4. Jeff Fleischer, Executive Director (previous), Youth Advocate Programs: 908-513-7003
5. Nanci Kreidman, Executive Director (retired), Domestic Violence Action Center: 808-222-8565

(5) Promotional literature:

Website: <https://www.focalizechange.com/>

Work example: <https://homelessness.hawaii.gov/ohana-zones/ohana-zones-evaluation/>

We appreciate your consideration, and hope for new opportunities to serve the people of Hawai’i County in the future.

Sincerely,



Heather Henderson

