
HOUSE CONCURRENT RESOLUTION

REQUESTING THE DEPARTMENT OF HEALTH TO SUBMIT A 5-YEAR
ORGANIZATIONAL AND STRATEGIC PLAN.

1 WHEREAS, one of the largest state departments, the
2 Department of Health (DOH) has displayed continual inconsistency
3 within its structure and organization; and

4
5 WHEREAS, since 2008, DOH has transferred 236 full-time
6 employees and nearly \$300 million within the department, moving
7 positions and funds out to another sub-org or program ID one
8 year, only to move them again the next year; and

9
10 WHEREAS, these movements appear to be arbitrary and band-
11 aid approaches to structural weaknesses in one of the state's
12 largest departments; and

13
14 WHEREAS, the current DOH Strategic Plan for the fiscal
15 years spanning 2011-2014 titled, "*Foundations for Healthy*
16 *Generations*", is a mere four pages in length and lacks detailed
17 planning critical for strategic direction to meet a dynamic
18 operating environment; and

19
20 WHEREAS, the plan does not provide details for
21 implementation, funding, staffing, operations, or anticipated
22 national and environmental policy changes; and

23
24 WHEREAS, a strategic plan for the DOH is long overdue, and
25 would improve the delivery of critical health services provided
26 by this large taxpayer-funded institution that uses a large
27 percentage of the state budget, by examining in-depth the
28 effectiveness and efficiency of departmental operations, both at
29 the management and administrative levels, including the:

- 30 (1) Organization and management of the Department of
31 Health, especially with regard to placement of
32 programs and personnel; and



1 (2) Efficacy of fiscal operations, especially with respect
2 to spending and accountability; and
3

4 WHEREAS, such a strategic plan would ensure that the DOH
5 fulfills its mission to administer programs that protect,
6 preserve, care for, and improve the physical and mental health
7 of all the people of the State; now, therefore
8

9 BE IT RESOLVED, by the House of Representatives of the
10 Twenty-sixth Legislature of the State of Hawaii, Regular Session
11 of 2012, the Senate concurring, that the Department of Health
12 shall prepare a five-year organizational, strategic plan which
13 incorporates any or all previous retooling, restructuring, or
14 strategic plans into one all-inclusive document; and
15

16 BE IT FURTHER RESOLVED, that the plan shall account for
17 each year of the five year period beginning with the 2013
18 calendar year and shall include:

- 19 (1) A detailed description of each agency of the
20 department and program ID, including the program
21 objective for each;
- 22 (2) A detailed description of department-wide and agency
23 specific goals of current reorganization efforts;
- 24 (3) A cost-benefit analysis of any proposed personnel
25 and/or funding transfer within the department;
- 26 (4) A department-wide and agency specific expenditure plan
27 including all means of financing for each of the five
28 years;
- 29 (5) Forecasted changes in the external and regulatory
30 environment and the department's plan to respond to
31 those changes, including funding, staffing and program
32 modifications; and
- 33 (6) Anticipated increases or decreases in demand for
34 services, including anticipated impact to resource
35 expenditures resulting from those changes and detailed
36 forecasts in anticipated clientele numbers and
37 corresponding funding needs by program ID; and
38

39 BE IT FURTHER RESOLVED, that DOH is requested to submit its
40 comprehensive five year strategic plan no later than November 1,
41 2012; and
42

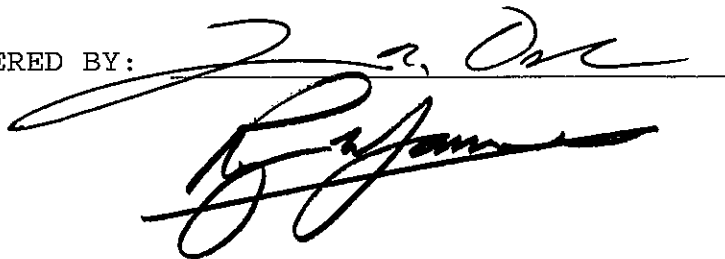


H.C.R. NO. 184

1 BE IT FURTHER RESOLVED, that a certified copy of this
2 Concurrent Resolution be transmitted to the Department of
3 Health.

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OFFERED BY:



MAR 14 2012

