
HOUSE CONCURRENT RESOLUTION

REQUIRING THE DEPARTMENT OF HEALTH TO SUBMIT A FIVE-YEAR
ORGANIZATIONAL AND STRATEGIC PLAN.

1 WHEREAS, one of the largest state departments, the
2 Department of Health has displayed continual inconsistency
3 within its structure and organization; and
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5 WHEREAS, since 2008, the Department of Health has
6 transferred 236 full-time employees and nearly \$300 million
7 within its department, moving positions and funds out to another
8 sub-org or program ID one year, only to move them again the next
9 year; and
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11 WHEREAS, these movements appear to be arbitrary band-aid
12 approaches to structural weaknesses in one of the State's
13 largest departments; and
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15 WHEREAS, the current Department of Health strategic plan
16 for the fiscal years spanning 2011-2014 titled, "*Foundations for*
17 *Healthy Generations*", is a mere four pages in length and lacks
18 detailed planning critical for strategic direction to meet a
19 dynamic operating environment; and
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21 WHEREAS, the Department of Health's current strategic plan
22 does not provide details for implementation or for funding,
23 staffing, operations, or response to anticipated national and
24 environmental policy changes; and
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26 WHEREAS, a meaningful organizational and strategic plan of
27 the Department of Health is long overdue, and will improve the
28 delivery of critical health services provided by this large,
29 taxpayer-funded institution that uses a large percentage of the
30 state budget by examining in-depth the effectiveness and
31 efficiency of departmental operations, both at the management
32 and administrative levels, including the:



- 1 (1) Organization and management of the Department of
2 Health, especially with regard to placement of
3 programs and personnel; and
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- 5 (2) Efficacy of fiscal operations, especially with respect
6 to spending and accountability; and
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8 WHEREAS, such an organizational and strategic plan will
9 help to ensure that the Department of Health fulfills its
10 mission to administer programs that protect, preserve, care for,
11 and improve the physical and mental health of all people in the
12 State; now, therefore,
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14 BE IT RESOLVED by the House of Representatives of the
15 Twenty-sixth Legislature of the State of Hawaii, Regular Session
16 of 2012, the Senate concurring, that the Department of Health
17 shall prepare a five-year organizational and strategic plan that
18 incorporates any or all previous retooling, restructuring, or
19 strategic plans into one all-inclusive document; and
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21 BE IT FURTHER RESOLVED that the organizational and
22 strategic plan shall account for each year of the five year
23 period, beginning with the 2013 calendar year and shall include:
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- 25 (1) A detailed description of each agency and program ID
26 of the Department of Health, including the program
27 objective for each;
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- 29 (2) A detailed description of department-wide and agency
30 specific goals of the Department of Health's current
31 reorganization efforts;
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- 33 (3) A cost-benefit analysis of any proposed personnel or
34 funding transfers within the department;
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- 36 (4) A department-wide and agency-specific expenditure plan
37 including all means of financing for each of the five
38 years covered by the organizational and strategic
39 plan;
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- 41 (5) Forecasted changes in the external regulatory
42 environment and the Department of Health's plan to
43 respond to those changes, including funding, staffing,
44 and program modifications; and



1 (6) Anticipated increases or decreases in demand for
2 services, including anticipated impact on resource
3 expenditures resulting from those changes, detailed
4 forecasts in anticipated clientele numbers, and
5 corresponding funding needs by program ID; and
6

7 BE IT FURTHER RESOLVED that the Department of Health shall
8 submit its comprehensive five-year strategic plan no later than
9 November 1, 2012; and
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11 BE IT FURTHER RESOLVED that a certified copy of this
12 Concurrent Resolution be transmitted to the Director of Health.

