

TRANSCRIPTION FOR THE
TRANSITION OF THE OAHU REGIONAL HEALTH CARE SYSTEM INTO THE DOH
OCTOBER 13, 2021
MEETING VIA ZOOM
11:00 A.M. TO 11:48 A.M.

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Aloha, and welcome to today's meeting. We would like to go over a few housekeeping tips. Before we begin, closed captioning is available for today's presentation. To enable this feature, first of all, look for your zoom toolbar on the bottom of your screen.

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Your questions are very important to us. All questions and answers will be taken in accordance to today's agenda.

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Thank you so much for joining us today. Mahalo.

[Dr. Char]

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Good morning, everybody. Thank you for joining us. My name is Libby Char. I'm the Director of Health, and we're very pleased that so many people have taken a little bit of time out of their busy days to help us with a really important thing that we're working on here.

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Can I get the first slide please.

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So this should be a fairly quick meeting. We just wanted to sort of introduce what we're working on, kind of go over why you're here, what we're asking of you, and what the process will be. In the interest of time, there's a lot of people on this call and so rather than having everybody go through and introduce themselves, I'm just going to quickly go through a list of who's on the call and I think as time goes on, we'll kind of get to know each other a little bit better.

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This entire project relates to the transition of the Oahu Regional Health Care System from HHSC into the Department of Health. And so there's a bunch of people in the working group and some on a consultative capacity.

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And I'm just going to go down the list really quickly.

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So, I'm representing the Department of Health, as the Director of Health.

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We have Derek Akiyoshi. He is the CEO of Oahu Regional.

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Sean Sanada who is the Chief Administrative Officer, Marian Tsuji who is the Deputy Director of Health.

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Heather Ching-Manzano, who is representing the Department of Health, Labor Relations.

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We have the Department of Health, Administrative Services Officer, Janis Morita.

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We have the Oahu Region CFO, Mr. Mike Hamamoto.

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And we have Amy Curtis from the Department of Health, Behavioral Health. Andrew Garrett from DHRD, Human Resources. Audrey Hidano is from the Department of Accounting and General Services.

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Blair Goto from the Attorney General's Office. Craig Hirai, State Budget and Finance, Neal Miyahira and Derek Chan also from the State Budget and Finance. From the Office of Planning we have

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Mary Alice Evans. President and CEO of HHSC is Linda Rosen. HHSC CIO is Renee Lai. The IT Director of Technical Services for HHSC is Heath

Hollenbeck. HHSC HR Department is being represented by Juanita Lauti.
HHSC Finance Department is being represented

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by Edward Chu. The State Procurement Office is being represented by
Donna Tsuruda-Kashiwabara. Our labor partners HGEA is represented by Wes
Tufaga. UPW by Radford Hirai. Oahu Region Community Rep is Debbie
Hiraoka.

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Welcome. If I missed anyone who was in the working group or the
consultation group, can you please let me know at this time.

[Michelle Hebblewaite]

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This is Michelle Hebblewaite. Radford Hirai is unable to attend, so I
will be in his place for today.

[Dr. Char]

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Thank you.

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Welcome.

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We've asked, because this meeting is subject to sunshine law, we asked if
Blair Goto would give just a brief overview, just so that we can all make
sure that we're observing the proper rules that we need to for sunshine.

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Blair can you give us a quick overview.

[Blair Goto]

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Sure.

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Okay.

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Again, this is an overview of the sunshine law.

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Basically, the sunshine law is chapter 92 of the Hawaii Revised Statutes,
and it sets forth the processes and procedures that govern how a board
conducts business.

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The working group is a board is that term is defined in chapter 92 and so
is subject to the sunshine law.

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The important thing to take from this overview is that the general rule is that all meeting of all boards shall be open to the public, and that all persons shall be permitted to attend any meeting, unless an exception applies.

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So, the question may come up. What was the legislature trying accomplish when they enacted the sunshine law.

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Well, 46 years ago the legislature declared in a democracy, the people are vested with the ultimate decision making power governmental agencies exists to aid the people in the formation of public policy, opening up the governmental processes to public

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scrutiny and participation is the Bible and reasonable method of protecting the public's interest.

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Therefore, the legislature declares that it is policy of this state that the formation and conduct of public policy, that is, the discussions, deliberations, decisions, and action of governmental agencies should be conducted as openly as possible. To implement

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this policy of the legislature, players that it is the intent of this part, like the people's right to know the provisions requiring Open Meeting shall be liberally construed, and the provisions providing for exceptions to the open meetings requirements, should be strictly

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construed against those meetings.

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Now, a question. One question that is why do we care about the sunshine law.

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And certainly as it applies to this working group.

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The answer is that there are three statutory reasons for caring about the sunshine law.

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First is that section 92-11, why Revised Statutes provides in part.

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Any final action taken in violation of sections, 92-3, which is the open meetings requirements and section 92-7, notice of meetings requirements.

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Any final action taken violation may be avoidable upon proof of the violation.

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So, basically that means that if the working group has discussions that are not in an open meeting and works out something at great length and difficulty that decision can be avoided if it is challenged.

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The second reason is that any person may commence a suit to require compliance with or prevent violations of the sunshine law and the prevailing party may be awarded attorney's fees and costs.

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The third statutory reason is said section 92-13 provides that any person who willfully violates any provisions of this part but as part of chapter two.

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Shall be guilty of a misdemeanor, and upon conviction may be summarily removed from the board unless (10:08 inaudible) as provide by law.

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So I've told you the general rule is that all meetings of all board shall be open to the public.

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What about exceptions to the sunshine.

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There are several exceptions to the sunshine law, as well as statutorily permitted interactions of board members.

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Again, it is beyond the scope of an overview of the sunshine law, describe each and every one of those. In fact, multi hour training sessions can be devoted to compliance with the sunshine law and its exceptions.

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The thing to remember about exceptions and permitted interactions, is that as the legislature determined in 1975 provisions requiring Open Meetings are to be liberally construed, and the provision providing for exceptions to the Open Meeting requirements

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should be strictly construed against closed meetings. What that means is that if a court reviews whether an exception applies to a particular set of facts. Court will determine if the facts fits squarely within the purpose and wording of the exception.

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If there is some doubt, or if an argument for broader reading of the exception must be made for the exception to apply, the court will find that the exception does not apply.

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And in that determination, if there was final board action, upon an item for which an exception to not plug in that particular action would be void.

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So as a result, it is the safer practice to assume that board member discussions about board business should be done in a properly noticed open meeting. Again, because an overview, you cannot tell you all you need to know about the sunshine law.

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The next question would be, well, where can I obtain more information on compliance with the sunshine.

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The answer for that is because the Office of Information Practices is charged with enforcing it, the best source of information on sunshine law is found, following website, <https://oip.hawaii.gov> and then you can look for the (inaudible) tab.

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On other topics, you could look for the Open Meetings guide to the sunshine law for state boards, which was revised in July 2019.

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Thank you for your time.

[Dr. Char]

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Thanks Blair.

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So, just to go over a quick history and overview, really capture the questions Where are you here.

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What's the ask of you. And what's the process. So I'm going to cover the first two and then Sean will cover the process. But, Senate Bill 628 became Act 212 in July, so just a few months ago.

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And that is relating to the Transition of the Oahu Regional Healthcare System from HHSC into the Department of Health. Act 212 calls for specific representatives to form a working group, and then additional members who will

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serve in a consultative capacity. So that's why you were all nabbed to be a part of this process.

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As you can imagine, it's a pretty complex endeavor.

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There are, you know, aspects of this that are very much a business transition. And then there's the whole clinical piece, dealing with patients and the care of patients, that's going to need to be addressed.

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The labor transition is going to need to be addressed. And, you know, tons of contracts and things like that and so we're asking for each of you to help in your subject area that where you have expertise to please help, The ask is

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that RGP, who is a consultant for this project, will be reaching out to you and we really need your help in identifying issues that need to be addressed in order to do this transition well. It's very complicated.

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You guys are the subject matter experts so we need to make sure that you help us weigh in and identify things that we need to address in order to take this really complex piece of work in this transition, because we want to make sure that we're doing

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it right. So that's what the ask is, and RGP may have already reached out to some of you.

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If not, they will be contacting you so please help them please work with them and as best as you can using your expertise identify things that we need to pay attention to.

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And that we need to address in order to do this right. Next slide please.

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I'm going to let Sean go over the project scope and deliverables.

[Sean Sanada)]

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Good morning everyone. As Dr. Char introduced me earlier, I'm Sean Sanada, I'm the Chief Admin Officer for the HHSC Oahu Region.

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Before I begin, I just want to introduce RGP. They're resource local partners in tandem with the Department of Health we secure their services to help as a consultant and facilitate this transition process.

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And there's many things that need to get done in order for us to make this successful endeavor and Resource Global Partners does have extensive experience in mergers and healthcare.

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Basically the complexities of what we're going through right now.

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Specifically, based on Act 212 of the past year session laws, there's a number of the deliverables that are required from us on that the legislature would like to see before session this coming year.

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And then from that point forward we do have at least under Act 212, a deadline of end of December 2022 to complete the transition.

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But initially we have deliverables as noted in this budget scope and deliverables slide of 1. a 5-year performa for operating budget for Leahi and Maluhia 2. 10-year performa CIP and budget for both facilities. This particularly pertains

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to additional programs that we might create and establish and the CIP necessary to make that happen. And then of course, with the transfer there's the identification of debts and other liabilities within HHSC Oahu Region transfer to the Department

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of Health. But as a preliminary matter before we go into the other deliverables, I'd like some of the representatives from RGP to go ahead and introduce yourself so that way everyone can be familiar with who's asking them for this information. Jennifer

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if you could start with yourself.

[Jennifer Luebke]

Hi everyone, my name is Jennifer Camota Luebke and I'm a consultant with RGP. I've got over 20 years of experience with program management, change management, European Parliament, implementations, running accounting departments,

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and have worked at GE Healthcare and Genentech in the past doing that. I'll turn it over to Todd Okamoto.

[Todd Okamoto]

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I'm Todd Okamoto.

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I've been in healthcare finance since about 2003, came back to Hawaii from California in 2009, where I've been working in healthcare at various organizations and thank you for having me.

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I look forward to working with all of you.

[Jennifer Luebke]

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And then Steven.

[Steven Lee]

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Good morning everybody. My name is Steven Lee.

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My experiences have been primarily in IT within healthcare working for the Queen's Medical Center, Diagnostic Laboratory Services, and most recently with the Queen's Health Systems.

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So I have reached out to everybody within my area, and I hope to be meeting you in person and or via zoom. Thank you.

[Jennifer Luebke]

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Thanks Steven. How about Mikhail.

[Mikhail Gorbatenko]

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Yes. Good morning everybody. My name is Mikhail Gorbatenko.

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I'm Vice President of RGB Healthcare. My expertise is in mergers and acquisitions, as it relates to healthcare organizations, I spend a large number of acquisitions, for our clients.

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Some of them include Tenet Healthcare, Vanguard Healthcare, and others. And I'm looking forward to working with everybody on this project and make it a success.

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Thank you.

[Jennifer Luebke]

Todd Gower

[Todd Gower]

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Hello everyone my name is Todd Gower. I'm also vice president within RGP. My focus in the practices on regulatory matters.

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I was a prior CMS leader for 13 states in northeast. Focus on rack, MSP, also worked at Kaiser for nearly 10 years, and some other health plans.

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There was also practice leader within the why. I'm very similar in the commercial space. But I'm all excited. I've also worked at Queen's

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prior to joining RGP. So, I'm looking forward to working with everyone there in Hawaii.

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Thank you.

[Jennifer Leubke]

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Thanks Todd. And then Layne, would you like to introduce yourself.

[Layne Yoshida]

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Hi, I'm Layne Yoshida. I'm the Hawaii market leader for RGP so my primary job is getting all these valuable and knowledgeable resources to help work on this project and we are really excited to be a part of it.

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So yeah, thank you.

[Jennifer Luebke]

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Great. And that is the RGB team. Thank you, Sean.

[Sean Sanada]

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Thanks Jennifer. So as Dr. Char mentioned earlier, this is just a kickoff meeting. This is more of an introduction to this extensive project that we have before us. And as I mentioned a little while ago, we have different targets for different deliverables, with RGP

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and with ourselves as a team. Beginning of course with the five-year performa and ten-year performa and identification of debts and liabilities in it.

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In addition to those projects, we also will be simultaneously with the target for mid-December, trying to identify everything else that's going to be important to this transition.

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I won't read everything for the sake of time, but they're itemized in one through five.

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So that way at the end of the collection of information, we will be able to provide a report to the legislature by the end of this December, and for the most part, we've hit the ground running.

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This is a very time sensitive matter under the current deadlines. We understand that it's going to take a lot of work from a lot of people. And so as we go through the process,

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I would just like to ask that, I want to echo what Dr. Char said, we'd like to ask for your cooperation. We can only do it if we work together as a team.

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I'll turn it over to Dr. Char for the next slide.

[Dr. Char]

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The next slide, please.

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So, the group.

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This is a slide depicting the governance and as you can see there's a small steering committee.

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And based on the language in the bill,

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the final approvers and decision makers will be the steering committee which consists of

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Marian Tsuji and myself from Department of Health and Derek Akiyoshi and Sean Sanada from Oahu Region System. So, we will be the steering committee. RGP, as you just were introduced to, are the consultants that are helping to facilitate all of this,

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and manage some of this project. And then by definition in the bill, there's a state working group. And that working group consists of a number of people from Oahu region as well as HHSC and Department of Health. And then within that there's also

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a consultative group. So many of you were asked to join this specifically named in the bill to join as part of the consultative group to provide some expertise in the various areas that are going to be so integral to this project.

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You can see the descriptions down below. But really the working group is all three of the colored boxes.

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And then within that working group, some are more in a consultative function, and others will be working a little bit more closely with the steering committee.

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Any questions on the governance?

[Jennifer Luebke]

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Dr. Char, we are encouraging everyone to add their questions to the chat, so that we can take them towards the end of the presentation.

[Dr. Char]

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Thank you for that.

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You get the next slide please.

[Sean Sanada]

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Okay, I'm back on again. Just for the record I want to note that Dr. Char mentioned that two members of the Oahu region are

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part of the steering committee would be myself and Derek Akiyoshi. I just want to note that Derek is on the call, but he's currently on a train, and I don't think it's very conducive for him to be addressing the whole group while on a train in the East Coast.

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So, hence that's why I'm the one speaking right now. In any case, I'm going back to the slide. What we've done so far is we've identified key areas, and key work stream so to speak, as to how we're going to get this transition. We essentially

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broke them down into accounting, a particular, a specific work stream that should embody everything that needs to be transferred. So that starts with the compliance and legal. There are a ton of counterparts on the Department of Health side as well as Oahu

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Region. And even within the Oahu region side, we're talking about the corporation as well, because there's a lot of parallel personnel and departments within the HHSC structure with the corporation, and the region.

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So, in each of these work streams, we do have representatives that we've identified that can help us provide information and provide input to help us effectuate the transition.

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So just going through quickly in addition to compliance and legal, other important aspects would be finance and accounting, vendor transition and contracting.

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Facilities Management, IT infrastructure, system integration. There's a lot of databases that are managed by the corporation that somehow, we're going to have to transition into the Department of Health and Executive Branch. Human capital and labor. Our unions, we're very happy to have UPW and HGEA as participants in this because it's going to take a lot of cooperation to make this happen as well.

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Clinical operations and finally, with respect to the overall communication with the public, and with the legislature communications and government and community relations.

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And these we have identified to be the most important aspects of the transition. And as RGP, and steering committee works together we will be contacting all of you, as we already have done to request further information for input as we move forward.

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Thanks, think I turn it over to Jennifer.

[Jennifer Luebke]

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Hi everyone, I'm Jennifer at RGP. We'll take it to the next slide.

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So, I will take you through three slides very quickly as to what we've planned thus far.

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So, the Act 212 timeline. This is a very high level depiction of what we are tasked to do so, there are three phases.

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Phase One, we are right in the middle of the planning phase. And so the kickoff meeting of course is today, but we have been for the last few weeks, and through the end of December, we will be gathering information, doing a lot of discovery work, working

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with all of the work groups, work stream leads to uncover and discover all of the things that we need to do in order to make this transition as smooth as possible.

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Phase Two is our refinement phase, which we anticipate will take approximately five months.

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And that is where we will be looking at the plans and just making sure that the plans for transition are finalized and fully baked.

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That doesn't leave us a whole lot of time but we do have

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according to Act 212,

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the transition needs to be finished by December 2022, so the end of next year. And so, we've allocated seven months for the phase three which is the implementation plan.

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The next two slides will just go into detail.

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What's here on the left to the phase one planning.

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Thank you for changing that out.

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So, for that first phase just the phase one,

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this is the work that we will be doing. Over the next several weeks, we've initiated the project. We are gathering information, gathering data from all of the work groups, and the work stream leads and these system matter experts.

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We will be evaluating and assessing that data and developing the plans for integration, including the deliverables that you saw earlier I believe in slide three, and then everything needs to be reviewed and approved.

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No later and submitted no later than December 20, because there is a January 19 legislative session where we need to make sure that we submit that information 20 days prior to the legislative session.

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And throughout we will be meeting frequently with the steering committee, as well as having two additional meetings, one in November and one in December, to make sure that we are reporting out the progress that we are making.

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Next slide.

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And this is a more detailed slide week to week as to what we will be accomplishing over the next several weeks.

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Again, on the bottom right you'll see the hard deadlines of January 19 as the next legislative session. So December 30 is the absolute last date we can deliver those submissions.

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But we will be working from week to week.

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And right now, as you can see, the week of October 11.

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We are kicking off this work with the work and advisory groups and doing a lot of discovery and analysis over the next several weeks.

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The first three deliverables, we will be having a meeting in November. I believe it's November 9.

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So, we will be preparing deliverables for that date for review.

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We will continue to work with the work stream leads to on the other five deliverables. And then, as you can see, we will be planning in mid-December the final draft of the assessment.

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And so these are the milestones. If we could go to the next slide.

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This is the exact same slide that you saw a few slides ago, but this is a time when what I'd like to do is open this up for a discussion. So this is the overall timeline according to Act 212, and I wanted to just survey the people who are on this call.

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As to any ideas or any comments that you may have about this timeline and I wanted to be an open discussion that we can have on the record. So at this point,

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if you would like to ask a question, please either put it in the chat box or you can go ahead and just begin talking and I'll try to moderate if it gets a little bit too, if too many people tried to talk at once, then I'll probably have to just ask everyone

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to put it in the chat box.

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But it's now open for comments and discussion.

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Alright, I have not seen anything yet in the chat box. But I will give you some time to just take a look at this slide, and look at the timeline that we have, to see if there are any questions or any clarification that's needed around, especially I would

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say in phase two and three.

[Sean Sanada]

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Jennifer, this is Sean. For the sake of time, given that this is a kickoff meeting, I understand people might be a little reticent.

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Right now, so maybe we can continue on. And we do have an hour for this meeting so we can continue on with the slides, and then whatever remaining time at the end if people have questions between now and then you can just refer them in the chat box.

[Jennifer Luebke]

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Yeah, I think that's a great idea. I know it takes some time for people to think through what their questions might be.

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So, the next slide are the next steps, and you've heard a little bit us talk about this already, but the next steps that we are taking are one-on-one interviews with the work stream leads. And many of you should have received an email from either

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Todd Okamoto, Steven Lee, or myself, depending on the work stream that you've been asked to help contribute information to.

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We are going to identify any additional work streams. If it's applicable. We will identify any additional topical areas that we may have missed or any considerations that we may have missed for this particular transition.

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We are looking to see what degree of change, or integration is required. So, we have a spreadsheet with several different tabs and from our experience we have included what our other clients in the past have required in terms of in a change or an integration.

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We've looked at what the current state is, the future state. Any change management requirements that are needed so as people are moving through change what types of activities or information will be required.

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We're looking at all of the impacts that a change could have. Also, we certainly want to know if any risks, because that's something that we'd like to have a good handle on and monitor.

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We are definitely looking at the timing and the sequence of events. For such a large scale change as the one that we are looking at, we want to ensure that all of our activities are appropriately timed in 2022, and also that they are sequenced accordingly.

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So that we accomplish this without a lot of speed bumps, if you will. And we also want to surface any other concerns that anyone has about the timeline or any of the impacts or risks that are required for this change.

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The next meeting that we are planning is for November 9. And so we will make sure that that is up on the ehawaii.gov website.

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And we'll be working towards our first three deliverables with the financial performance at that time.

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So those are the next steps that we are taking, and we're actually currently in the middle of doing right now.

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So I think that is all.

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I think we have a question and answer session next. So if we want to just advance the slide.

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So I'll again, just to see if anyone has any questions, any clarifications that they'd like to ask.

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And if no one does I'll just be silent for a couple minutes, then we can work on closing out this meeting.

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Feel free to add it in the chat box, or just ask the question out loud so that we can capture the information.

[Sean Sanada]

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In the meantime, this is Sean. Abi, can you go back to the previous slide, please?

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So, to be specific, when Jennifer mentioned that RGP representatives have reached out and sent emails to all of you regarding your particular work stream,

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I think the general sentiment was how do we respond to this particular questionnaire. And really what we're looking at is this specific information here, because you are the experts of your own particular departments. And know

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for us, we have the high-level knowledge of what is involved in your particular operations, but what we'd like would be for you to provide your input specific to your department and this transition.

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So when we talk about current state, future state, change and management needs etc., I'll just throw out an example of how we would request that you responded. For instance, in the HR context and classification.

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The current state would be the HSSC classification system which exist at its own jurisdiction, then the future state would be integration of all of the employees within the Oahu region into the Department of Health and the Executive Branch, and that

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would involve integration into the DHRD classification system.

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It's not an easy task, and I know this, but this is the type of input we would like to hear from the HR representatives on both sides as well as with our corporation.

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Change management needs, not necessarily directly on point with the classification system but it could involve, actually it could in a sense, that there may be new positions and might need to be established in order to manage employees that are under the new classification

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system with the Department of Health. And of course from this you can get various impacts, risks, the timing how long it will take to actually have these positions change from the HHSC classification system into the Department of Health.

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You know the timing of how you're going to do this, what is the sequence, in which order will make this happen. And, you know, other concerns.

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Could be various, but the bottom line is we would like to hear from you specifically as

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to your concerns based on your particular expertise in your department. Again, we have our knowledge of how everything should be integrated but we can only make it better with your specific expertise and assistance.

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So when you get these questionnaires or when you address these questionnaires, this is the type of information we're requesting from all of you. Thanks.

[Dr. Char]

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This is Libby. I'm just tagging on to what Sean is saying. So with regards to the example that he gave, I would like to ask of the HR people, both from the HHSC side as well as from the Department of Health side,

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what other considerations are there that that we're not seeing yet?

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How long would it take to do something like this? And in terms of process, what kind of suggestions you have so that we can make this kind of facilitate this happening smoothly. And to do it well, we want to do it right from the

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get go. So that's the kind of thing where we could really use your feedback on. What you see as well, you know, hey, make sure you pay attention to this or you guys didn't identify, but this is going to be a consideration. And also just the timing of how long. How long do you think we need in order to effectuate this kind of change?

[Sean Sanada]

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So I did get some feedback, in general, on the labor side and just want to make clear that we do appreciate the participation of both HGEA and UPW in this consultative group, or the working group.

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And, of course, as the testimony occurred during the movement of Senate Bill 628 which did become Act 212, the unions are participating in this process but of course they still do reserve their rights, you know to require negotiation or consultation

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as we move through the process so I just want to make that clear. Just like we're making clear, you know, the requirements of the Sunshine Law. We just want everything to be transparent with all of the parties as we move forward.

[Jennifer Luebke]

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Thanks Dr. Char and Sean. I still do not see any questions yet in the chat box but wanted everyone to know that you know they're free to answer or ask any questions at this time.

[Layne Yoshida]

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I just wanted to add as well, furthering Dr. Char's and Sean's requests. I mean, you know, the more information you guys provide, I think it helps us, you know formulate a better picture of what needs to happen and we, you know, my point would be

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I would rather get more information than less because, you know, like I said, I think it will help us formulate, you know, a more clear understanding of what exactly needs to happen.

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You know, I think we all realize it is kind of a daunting task to go through this and we welcome, you know, whether it's positive, negative, whatever, I really want to stress the importance of you guys providing as much information as you

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guys possibly can because I think it will help overall.

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Help to provide a much clearer and better deliverable like in the end.

[Marian Tsuji]

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Thanks Layne. This is Marian. I'm going to ask the RGB team.

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Since you folks have the experience,

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What's the longest,shortest average amount of time it takes for you folks to like have gone through something like this?

[Mikhail Gorbatenko]

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Well, Marian, this is Mikhail. I'll jump in. This is a very interesting question. And the scope documents we shared with the group will help us identify the timing. I believe the shortest one was close to nine to 12 months, but an average one, one plus year to do an integration, and it

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all depends on the number of systems that have to transition or cut over from one organization to another.

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Also, we have to look at the regulatory compliance and identify areas that needs to be re-credentialed. That needs to have issued new licenses or create a new organizational bylaws, and get them approved through the appropriate committees.

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So that is a very. The process we're going to go through right now, the discovery process to identify all these items that will be impacted, will drive the next step, next phases, which will have two components.

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A timeline. What would be expected and then resources need to complete that type of integration and both of those will impact the duration of this particular project.

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I hope I'm answering your question.

[Marian Tsuji]

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Thank you.

[Jennifer Luebke]

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Does anyone else have any questions or anything else to add to that answer?

[Todd Gower]

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No. This is Todd.

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I think what Mikhail mentioned is right on point with what we've experienced even from operations being on the operational side, or even working from the M&A activities, consulting for that so it's predicated on making sure all your regulatory activities are tightened.

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And along with the contracts that you have with vendors and your financial performa, making sure it's as accurate as possible as you can so I think there's a number of things that we've identified in our checklist, if you will, that from Mikhail's and my

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experience, we've got to outline and will be working closely with all of you and we look forward to working with you on that too.

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We know it's not going to be a perfect process even with the best laid plans.

[Jennifer Luebke]

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Thank you, Todd.

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There is definitely a lot of work to do. We are excited to talk with each of you. Know that I'm sure there's a lot going on in everyone's minds as far as what information needs to be surfaced.

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So we're looking forward to finding out all of that information and assisting with this transition.

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I think the next meeting, I don't think, I know is Tuesday, November 9 is when we are scheduling it.

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So we'll make sure that information is up on the website, and that the agenda is posted, so that everyone is, we have full transparency.

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I think, unless anyone else has any other comments or questions, the adjournment of this meeting, or any final last words are to Dr. Char. Dr. Char, did you want to close us out?

[Dr. Char]

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Yes, thank you, Jennifer. So thanks everybody. As you can hear, there's going to be a lot of discovery and analysis of that data between now and the next meeting which will be on November 9, at 11 a.m., Tuesday.

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And we really thank you in advance for the time and the effort that you can put into this because the more information that you can share about your subject matter expertise with the rest of us I think

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will just help to create a really good product and facilitate a smooth transition. So thank you in advance for your help and we look forward to seeing you on November 9. Also, if you have any questions between now and then please feel free to reach out to either Sean or Derek or Marian or myself as well as the RGP team. Thank you.