

Governance and Delivery Options for Local Public Health Services December 13, 2017



Center for Sharing Public Health Services

Rethinking Boundaries for Better Health

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The Easy Question

- ◆ Should all populations be covered by the same, high quality services and functions?

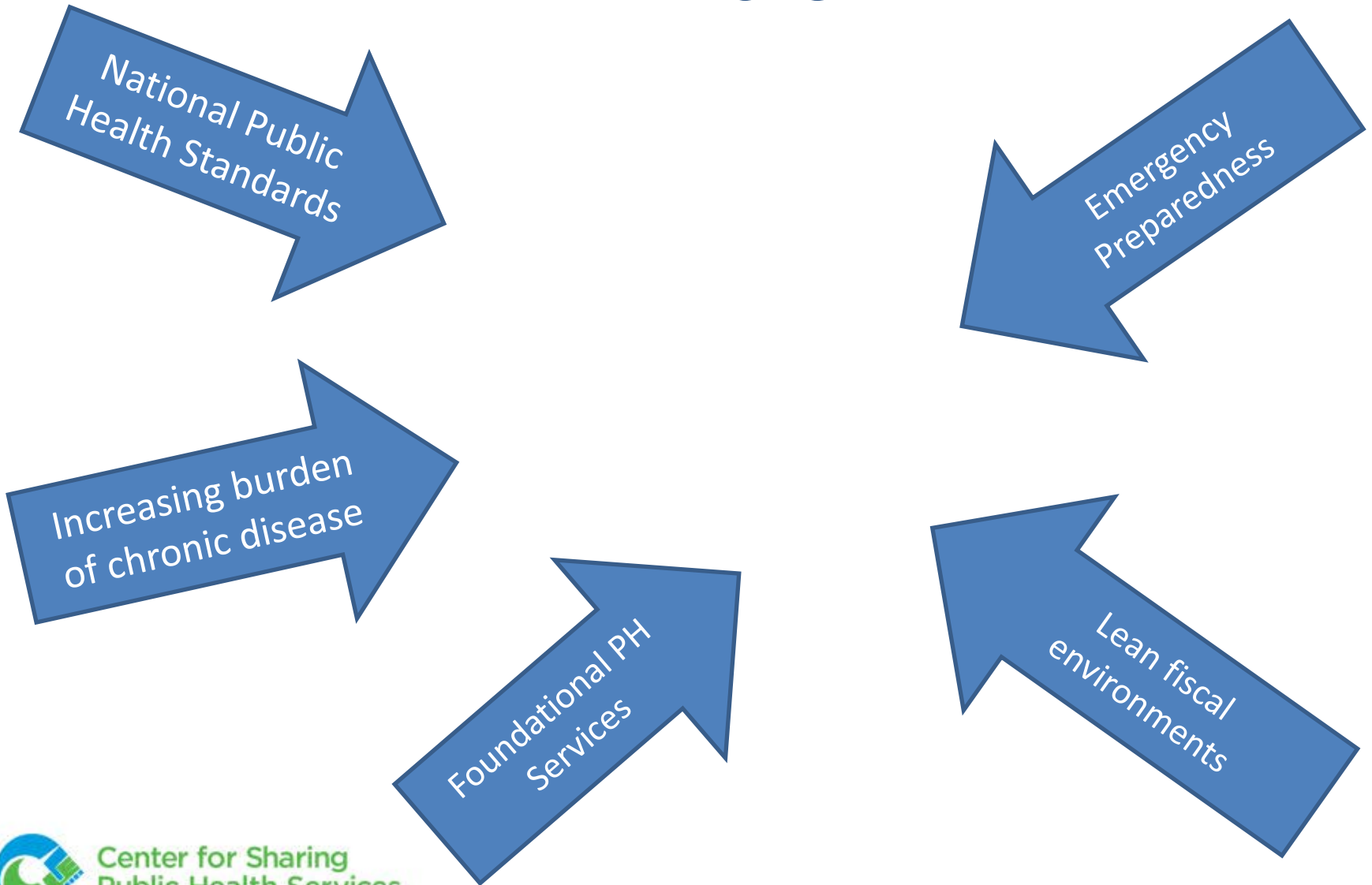


The Uncomfortable Questions

- ◆ We have about 2,500 LHDs in the U.S.
 - ◆ Do we need 2,500?
 - ◆ Can we afford 2,500?
 - ◆ Can we imagine a day when all of them would meet accreditation standards on their own?
 - ◆ Is it politically feasible to change the current LHD structure?

Adapted from: Gene W. Matthews, JD

Drivers



**FORM
FOLLOWS
FUNCTION.**

GOVERNANCE IS
NOT NECESSARILY
SYNONOMOUS
WITH OVERSIGHT

Two Critical Questions

◆ Who makes the decision to enter a CJS arrangement?

◆ What are the drivers behind deciding to engage in CJS?



Center for Sharing Public Health Services

- ◆ DOB: May 2012
- ◆ National initiative
 - ◆ Managed by the Kansas Health Institute
 - ◆ Funded by the Robert Wood Johnson Foundation
- ◆ Goal:
 - ◆ Explore, inform, track and disseminate learning about shared approaches to delivering public health services



Definitions

- ◆ *Cross-jurisdictional sharing* is the **deliberate exercise** of public authority to **enable collaboration across jurisdictional boundaries** to deliver essential public health services.
- ◆ *Collaboration* means working across boundaries and in multi-organizational arrangements to solve problems that cannot be solved – or easily solved – by single organizations or jurisdictions.*

*Source: Rosemary O'Leary, School of Public Affairs and Administration, University of Kansas

CJS Spectrum

Spectrum of Cross-Jurisdictional Sharing Arrangements			
As-Needed Assistance	Service-Related Arrangements	Shared Programs or Functions	Regionalization/Consolidation
<ul style="list-style-type: none"> ● Information sharing ● Equipment sharing ● Expertise sharing ● Assistance for surge capacity 	<ul style="list-style-type: none"> ● Service provision agreements (e.g., contract to provide immunization services) ● Purchase of staff time (e.g., environmental health specialist) 	<ul style="list-style-type: none"> ● Joint programs and services (e.g., shared HIV program) ● Joint shared capacity (e.g., epidemiology, communications) 	<ul style="list-style-type: none"> ● New entity formed by merging existing local public health agencies ● Consolidation of one or more local public health agencies into an existing local public health agency
Looser Integration		Tighter Integration	

Source: Center for Sharing Public Health Services. (2017).

Our Questions

- ◆ Is CJS a viable option to improve effectiveness and efficiency of public health services?
- ◆ Does it work?
- ◆ Under what circumstances?
- ◆ Does CJS result in *measurable* improvements in efficiency and effectiveness?
- ◆ What makes a CJS project successful?

More Definitions

- ◆ **Effectiveness:** the ability of a public health program, service or function to achieve its desired results.
- ◆ **Efficiency:** getting the most out of the amount of resources needed to produce a given output or outcome.

Our Knowledge Development

- ◆ What is the practice in the field?
 - ◆ Literature review, networking with national partners
- ◆ Demonstration sites
 - ◆ Phase 1 and Phase 2
- ◆ Small grants
- ◆ Technical assistance

Does it Work?



- ◆ Initial evidence acquired was mostly *case-specific* and *qualitative*
- ◆ More recent systematic approach to measuring impact of CJS arrangements
- ◆ Our conclusion:
 - ◆ Under the right circumstances CJS can be a good tool

Improved Effectiveness

- ◆ Greater range of public health services and/or functional capacities available
- ◆ Improved quality of services
 - Timeliness
 - Accessibility
 - Professional level
- ◆ Ability to meet state or other performance standards (incl. accreditation)

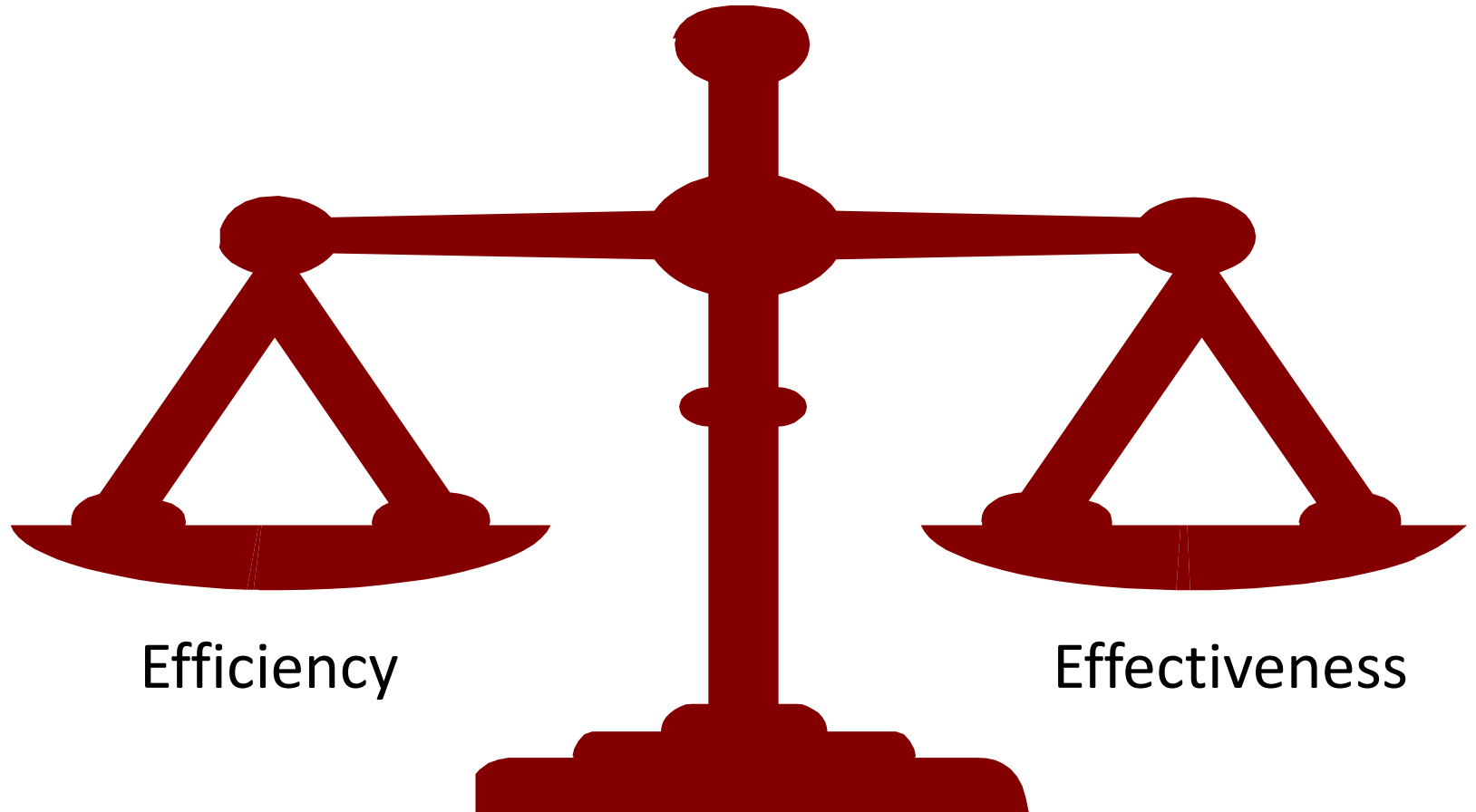


Improved Efficiency

- ◆ Reduced costs – both overall costs and unit costs
- ◆ Greater productivity and economy of scale
- ◆ Ability to employ more robust and current service management systems
- ◆ Increased eligibility for state and federal grants



Striking the Right Balance



Factors for Success

◆ Prerequisites:

- ◆ Take care of these before you even start planning

◆ Facilitating factors:

- ◆ Leverage them if they apply to your team and project

◆ Project characteristics:

- ◆ Build them in your project

Factors for Success

Prerequisites

Clarity of
objectives

A balanced
approach (mutual
advantages)

TRUST!

Factors for Success

Prerequisites	Facilitating factors
Clarity of objectives	Success in prior collaborations
A balanced approach (mutual advantages)	A sense of “regional” identity
TRUST!	Positive personal relationships

Factors for Success

Prerequisites	Facilitating factors	Project characteristics
Clarity of objectives	Success in prior collaborations	Senior-level support
A balanced approach (mutual advantages)	A sense of “regional” identity	Strong project management skills
TRUST!	Positive personal relationships	Strong change management plans
		Effective communication



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FOR MORE TOOLS AND RESOURCES

Go To

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The Center for Sharing Public Health Services is a national initiative managed by the Kansas Health Institute with support from the Robert Wood Johnson Foundation.