Perspectives on Cross-Jurisdictional Sharing for Local Public Health

Center for Sharing Public Health Services

Rethinking Boundaries for Better Health

Association of Ohio Health Commissioners
September 13, 2013
Patrick Libbey
Co-Director

Overview of This Session

- Frame the issues of cross-jurisdictional sharing (CJS)

- Introduce the Center for Sharing Public Health Services

- Identify known factors for success for CJS projects

- Propose a new framework for thinking about CJS initiatives

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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 OʼLeary, School of Public Affairs and Administration, University of Kansas*

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Two Critical Questions

◆Who makes the decision to enter a CJS arrangement?

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

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The Key Players

Public Health Officials:

- Health department administrators

- Program managers

Policymakers:

- Boards of Health

- Elected officials

- City-county managers

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Drivers

National Public Health Standards

Emergency Preparedness

CJS Agreements

Increasing burden of chronic disease

Health care reform

Lean fiscal environments

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◆ DOB: May 2012

◆ National initiative

   ◆ Managed by the Kansas Health Institute

   ◆ Funded by the Robert Wood Johnson Foundation

◆ Goal:

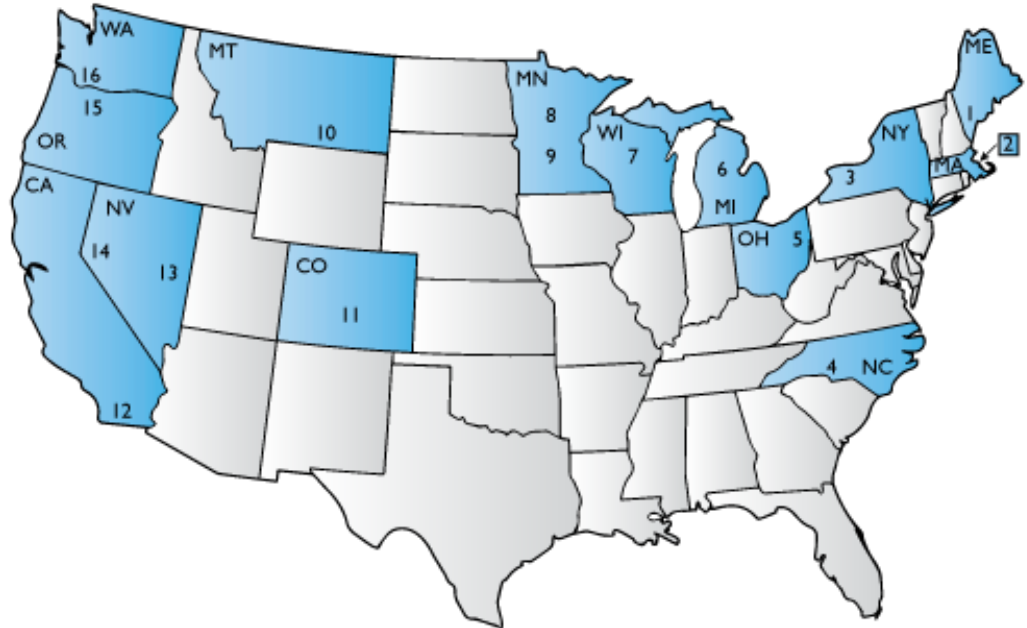   ◆ Explore, inform, track and disseminate learning about shared approaches to delivering public health services.

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Shared Services Learning Community

16 sites

14 states
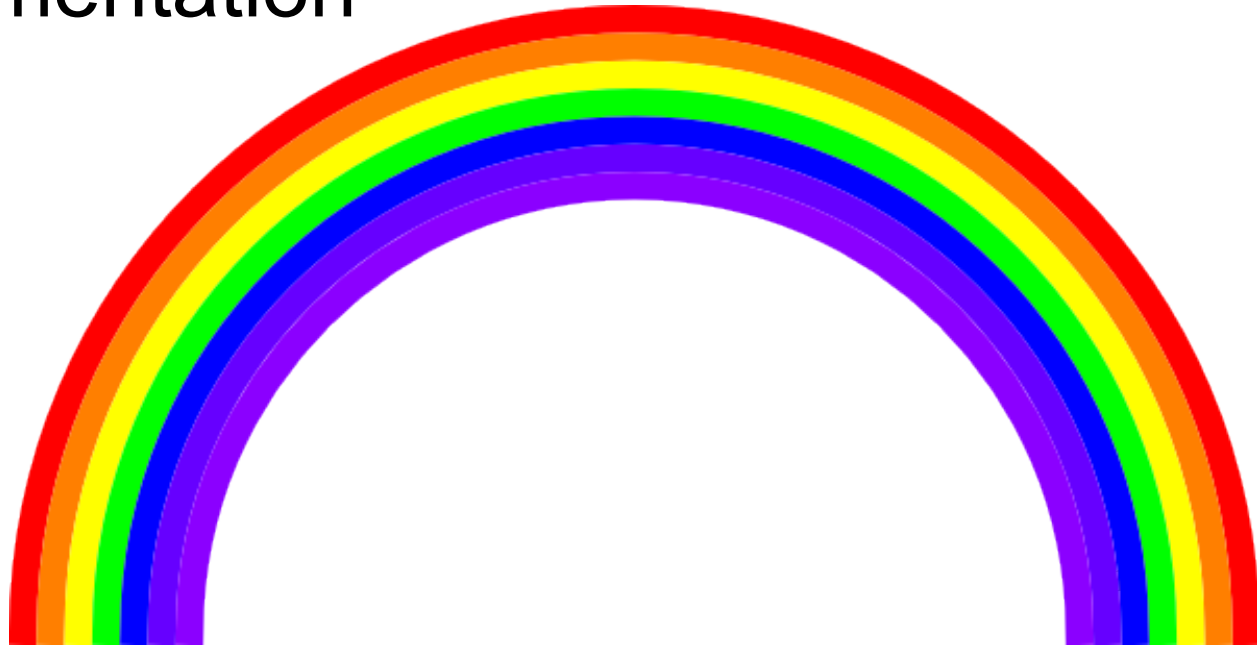
2-year grants

Range of Site Activities

◆ Select sharing model

◆ Develop strategic plan

◆ Prepare for implementation

◆ Begin implementation

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Factors for Success

Prerequisites
Clarity of objectives
A balanced approach (mutual advantages)
TRUST!

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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

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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

Common Themes from Demonstration Projects

◆ Addressing change
  ◆ Trust
  ◆ Change management
◆ Assessing existing and desired capacity
◆ Financing shared services
◆ Building on existing regional identity
◆ Size variations
◆ It takes time

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Is There a Right Path?

◆ *A roadmap to develop cross-jurisdictional sharing (CJS) initiatives*

    ◆ Developed by the CSPHS

    ◆ Based on what we have learned from your projects (and other published material)

    ◆ See handout

    ◆ Also available at: http://www.phsharing.org/roadmap/

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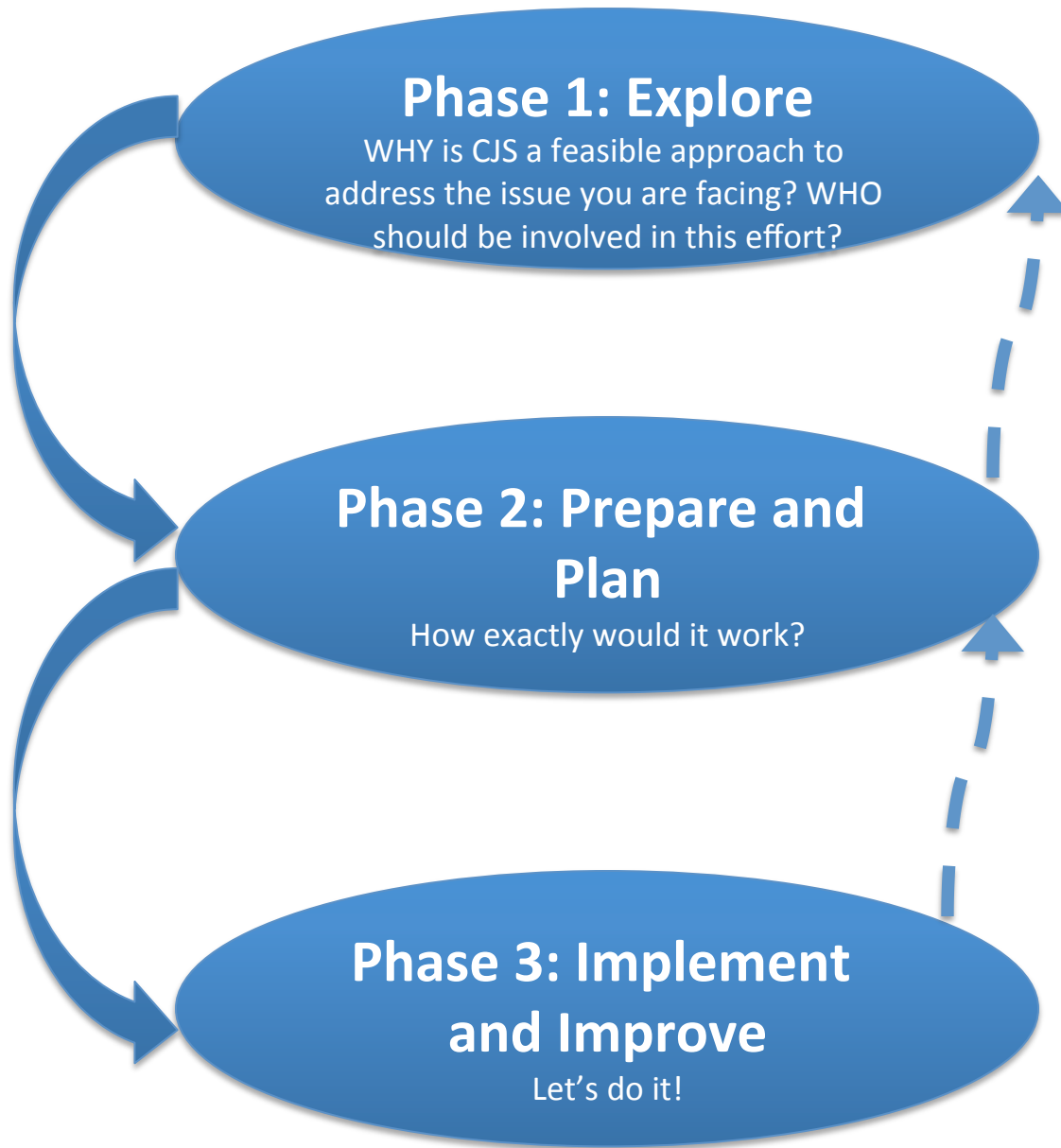
Phase 1: Explore
Is CJS a feasible approach to address the issue you are facing? Who should be involved in this effort?

Areas	Examples of Issues to Consider
Goals and expectations: WHY would you consider CJS?	1) What is the issue that needs to be addressed? 2) Is CJS likely to help solve the issue being addressed? 3) What are the goals of the CJS initiative being considered?

Scope of the agreement: WHAT services and capacities would be shared?	1) What are the PH services currently offered by each jurisdiction?
	2) What are the CJS agreements currently in place?
	3) What are the service gaps to fill?
	4) What could be considered for sharing?
	    a) Functions (e.g., billing, HR, IT)
	    b) Programs (e.g., WIC, environmental health)
	    c) Capacity (e.g., epidemiology, lab)
	5) What issues should NOT be considered because of lack of support? What are the boundaries of this initiative that should not be trespassed?

Partners and stakeholders: WHO are the partners that should be involved? What is the history of their relationships?	1) What is the history of their relationships? 2) What are the motivations of each key partner? 3) What are the guiding principles that the CJS effort would have? Do all the partners share these principles? 4) What individuals and groups does the issue affect, and how?

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Phase 2: Prepare and Plan
How exactly would it work?
(1 of 2)

Areas	Examples of Issues to Consider
Context and history	1) Strengths-weaknesses-threats-opportunities 2) What can be learned from past CJS initiatives?
Governance	1) What are the governance options being considered for the new CJS agreement? Is there at least one governance option that could be acceptable to everybody? 2) What is an organizational structure adequate to assure proper management?
Fiscal and service implications	1) Does the plan achieve a balance between increasing efficiency and effectiveness? 2) Will public health essential services be provided in a manner that meets or exceeds current levels of performance?
Legal sharing agreement	1) What kind of agreement will be at the base for the CJS initiative? 2) Who will have the authority to make decisions? 3) Who will have the authority to allocate resources?
Legal issues	1) Are there issues related to personnel and vendor contracts (e.g., benefits, collective bargaining agreements, procurement processes, etc.)? 2) Are there any liability and insurance issues to be addressed?

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Areas	Examples of Issues to Consider
Logistical issues	1) What are the implications of the new agreement for buildings, office space, transportation, other properties, etc.? 2) Are there adequate facilities to house all personnel, equipment, and programs within reasonable geographical proximity to the customers for the shared services?
Communications	1) How will the parties communicate? 2) Are there external audiences with whom the partners also should communicate? If so, is there a communications strategic plan in place?

Change management	1) How are the changes produced by the CJS initiative going to be managed?
	    ▪ Who will be affected by the changes?
	    ▪ Who is going to want this initiative?
	    ▪ Who is going to oppose it?
	    ▪ Who has the most to gain?
	    ▪ Who has the most to lose?
	2) What is the change management plan for this initiative?

Timeline	1) Is there a timeline including specific steps that have to be taken for the success of the sharing initiative?
Monitoring	1) How would you know if the CJS initiative is successful? 2) Who will monitor the implementation and results of the CJS initiative? 3) What will be the measures to monitor to assess the results of the initiative?

Phase 3: Implement and Improve
Let's do it!

Areas	Examples of Issues to Consider
Implementation and management	1) Are the activities being implemented as planned? 2) Is there a strong project management team in place? 3) Is senior-level support being secured?
Communications and change management	1) Are the change management and the communications plans being implemented? 2) Is communications among all parties affected flowing well? 3) What are the specific concerns and communications needs of each group affected by the new initiative?

Monitoring and improving	1) Are the results of the activities satisfactory?
	    ▪ Is the level of satisfaction of the stakeholders and groups affected by the initiative high?
	    ▪ Are the goals of improved effectiveness and efficiency being achieved?
	    ▪ Is there a need to revise the initiative's initial goals?
	    ▪ What are the adjustments that need to be made to the plan?
	2) Is the knowledge acquired being shared within and outside the project team?

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What is next?

- Many questions remain:
  - Is this model applicable to CJS involving:
    - States?
    - Tribes?
    - System-wide changes?
  - What are fiscal implications?
    - Cost of sharing services
    - Apportionment
  - Is there a taxonomy that can be developed?
  - What are the long-term effects of CJS?
  - How do we measure success?

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?

  ◆ Is it politically feasible to change the current LHD structure?

Adapted from: Gene W. Matthews, JD

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Moving Forward

Let's look at things differently
Let's brainstorm possibilities
Let's explore options and alternatives
Then, let's SHARE

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![Center for Sharing Public Health Services — Rethinking Boundaries for Better Health]

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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.